

**Abstracts of the Research Projects of BPATC
(1986/87-2003/04)**

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Preface

Conducting research is one of the mandated duties of BPATC. It is indeed an important activity for generating knowledge to support training programmes of the Centre as well as to help government in policy planning. Abstract of any research work helps readers to get the central idea of the research and creates interest among them to read the whole report. Few years back, Research Section of the Centre sent the findings of most of the research projects of the Centre to concerned ministries. In most cases abstracts of the completed research projects were not written and compiled for preservation. However, most of the research reports contain executive summaries instead of abstracts. Considering its importance, steps were taken to write up and compile abstracts of the research reports. Since the fiscal year 1986-87, BPATC has taken as many as 135 research projects including 15 research notes. Out of these 135 research projects, 125 have been completed and the rest 10 are ongoing and are supposed to be completed by June 2006. Out of 125 reports of the completed research projects, 115 have been revisited and abstracts of them were prepared. We have drawn up the abstracts according to a format of background of the study, methodology followed, findings of the study, recommendations and finally bibliography. This would, we believe, enable researchers to have an understanding of the research findings and also kindle interest for further in-depth research in some of the areas.

I deeply acknowledge my debt to Mr. Md. Mahmud-Ul-Hoque, Deputy Director, Mr. AFM Amir Hossain, Assistant Director, Mr. Md. Kaesuzzaman, Assistant Director and Mr. Shamsul Alam Khandaker, Personal Assistant, BPATC for their tremendous support in writing abstract of the research reports. My special thanks are due to Dr. Rizwan Khair, Deputy Director of BPATC for editing this report.

Md. Shafiqul Haque
October, 2005

Editor's Note

It has been my immense pleasure to edit this volume of abstracts of the research works of BPATC undertaken over a period of nearly fifteen years. The process has uncovered gems of knowledge which remained largely hidden outside the intellectual boundaries of BPATC and I suspect even to many faculty members and participants of various training programmes of this Centre. This volume reflects a rich lode of insights and analyses core issues and areas of research undertaken by both practitioners and professional researchers. Though the earlier research works focused on areas deemed crucial at the time they were undertaken, their findings still remain largely pertinent today. And the recent ones reflect the pressing issues of the times. I am certain that this volume would undoubtedly prove to be invaluable to researchers, trainers and policy makers and hopefully bridge the gap between research, knowledge and practice in the public sector.

Rizwan Khair

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Table of Contents

Preface	ii
Editor's Note	iii
Performance Appraisal System for Class-I Officers in Bangladesh	1
Training Needs Identification for Effective Upazila Administration	3
A Research Project on Intensive Rabi Crop Cultivation Programme, 1986-87: Analyses of Vertical Coordination in Project Management	5
Delay in the Disposal of Cases: A Structural Analysis of the Bangladesh Secretariat.	7
The Employment Aspect of the Third Five Year Plan (1985-90): The Case of Handloom and Powerloom Sector	9
Women in Civil Service of Bangladesh	11
A Study of the Career Development Programme in the Bangladesh Civil Service	13
The Problem of Coordination in Upazila Administration: A Case Study of Two Upazilas	15
Targeted Poverty Alleviation Programme in the Third Plan	17
An Investigation into Inspection and Procedural Systems in Government Departments: A Case Study	19
A Case Study of the Procedure for Adjudication of Grievances of Public Employees.	21
Assessment of Training Need of Mid-Level Officers: A Research Study on ACAD	23
Education in Bangladesh: A Study of Policy Planning in Primary Education	25
A Study of Constraints and Potentials in Domestic Resource Mobilization: Resource Mobilization at Upazila Level	27
Assessment of Training Needs of Senior Civil Servants: A Case Study	29
Needs Assessment of Foundation Training Course	31
Disposal of Criminal Case: A Case Study on Upazila Magistrate Court	33
On the Job Training for BCS Officers: A Case Study of BCS (Admn) and BCS (Sectt) Cadres	35
A Study on Delay in Implementation of Development Projects	37
Public Administration Computer Centre: A Case Study	39
Delegation of Authority to Public Enterprises in Bangladesh: A Case Study of Bangladesh Steel and Engineering Corporation	41
Upazila System and Agricultural Development in Bangladesh: A Study of Dhamrai Upazila	43
An Opinion Survey on the Personnel Transfer System in Upazila Administration.	45
A Study of Regional Public Administration Training Centre (RPATC) Project	47
Curriculum Development and Training Needs Assessment of Class-II Gazetted Officers	49
Assessment of Training Needs of Class-III employees: A Case Study	51
Curriculum Development and Training Needs Assessment of Class IV Employees	53
Training Needs Assessment and Curriculum Development for the Bench Clerks	55

An evaluation of the Training Programme for the Class-II Government Official	57
Curriculum Development and Training Needs Assessment of Financial Management Course for Class-III Employees	61
On-the-Job Training Needs Assessment for Class-II Level Officers: The Case Study of Administrative Officers of the District Collectorates	63
Training Needs Identification for Training of Trainers	65
Performance Appraisal System for Class-III Employees in Bangladesh: A Case Study	67
Flood and Development: A study of the Socio-economic Impact of 1988 Flood in Rural Bangladesh	69
Poverty Alleviation and Upazila System: A Case Study of Nabinagar Upazila	71
Human Relation in Administration	72
Upazila System and Agricultural Development in Bangladesh: A Case Study of Selected Upazilas	74
Recruitment Policy of the Government of Bangladesh	76
Follow up Study on Special Foundation Training Course.	78
A Study of the Use of Computers in Management Decision Making in the Public Sector of Bangladesh	81
Bangladesh Public Administration Training Centre Phase-II Project: An Evaluation	83
A Study of Some Disciplinary Cases under MLO-9	85
Implementation of the Agricultural –based Rural Development Program for Women: A Case Study	87
The Social Infrastructure & Planned Development Process of Bangladesh (A Case Study)	89
Decision Making Process in Human Resources Management: A Case Study	90
Review of the Enam Committee Report: Expected Changes in Personnel, Organogram and Other Aspects	92
Evaluation of Rural Maintenance Programme (RMP): A Case Study on Sanora Union	94
Grameen Bank in Employment Creation and Poverty Alleviation	96
Divorce of Poor Women in Rural Bangladesh: Ten Case Studies	98
Food for Works Programme (FFWP) and Women in Development (WID)	100
Assessment of Coordination Needs (ACN) in Administration: A Macro Study	102
File and Records Management in the Secretariat: A Case Study of the Ministry of Commerce, Disaster Management and Relief	104
Misapplication of Public Servant (Discipline and Appeal) Rules: A Case Study	106
Honours and Master Levels Education System in Universities and Colleges: Quality, Problems and Prospects	108
Management of Material and Human Resources: A Study of the Decision-Making Process	110
Industrial Pollution of Bangladesh: A Case Study of Tannery Industries at Hazaribagh, Dhaka	112
A Case Study of the Management Information System of Bangladesh Steel and Engineering Corporation	114
Role of Local Initiative in Alleviating Rural Poverty: A Case Study of Hilful Fuzul	116
Success Story of Local Level Initiative: A Case Study	118

Institutional Credit Programme for Rural Poor: A Study on Rural Development-12 Project	120
A Case Study of the Management Information System of Bangladesh Sugar and Food Industries Corporation	122
Mass Interaction of Civil Servants of Dhamrai Thana: A Case Study	124
On-the-Job Training	126
Human Resource Planning at Local Level	128
Case Study on Public Sector Training Institutes [40 Institutes]	130
Efectiveness of the Use of Audio-visual Aids in Training: BPATC Perspective	131
Improvement of qualities of living standard of Class IV Employees of BPATC	133
Designing Curricula of BPATC Short Courses: A Case Study	135
Increasing Effectiveness of the Senior Staff Course of BPATC: A Study of the Curriculum and Methodology	137
Environment Development by Tree Plantation of the Training Institutes with Special Reference to BPATC	139
Collection, Compilation and Editing of Reading Materials of Foundation Training Course	141
Women in Development: Formulation of National Programme Based on Beijing Declaration	142
Effectiveness of Foundation Training Course	144
The Role of Palli Karma-Sahayak Foundation in Poverty Alleviation and Development	146
Management of Foreign Reserves: The Bangladesh Perspective	148
Evaluation of Disaster Management Bureau	150
Human Resource Development: Updating the National Training Policy	152
Possible Approaches to Sustainable Forest Management through Peoples Participation: Madhupur Track	154
Sustainability of BPATC Project	156
Improvement of Teaching of Secondary Schools with Special Reference to BPATC School	158
Cadre Conflict: An Investigation into Conflicts in Bangladesh Civil Service	160
Legal Framework for Environment and Sustainable Agricultural Resource Management in Bangladesh	162
Structural Adjustment Policies in Bangladesh: An Analysis of Trade Regime	164
NGO in Development: A case of ASA	166
Leisure Behaviour of Civil Servants: A Study on Class-I Officers Working at the Bangladesh Secretariat	168
A Study on Career Planning for Trainees of Selected Training Institute	170
Privatization of State Owned Enterprises (SOEs): A Case Study of Bangladesh	173
Limiting the Role of State: Prescription of the World Bank and Bangladesh	175
Environmental Protection and Sustainable Development in Bangladesh	177
Curriculum Development and Evaluation of ACAD	179
Curriculum Development and Evaluation of Senior Staff Course	181

Poverty Alleviation for the inhabitants of Adarsha Gram: A Case Study	183
Application and Effectiveness of Computerization in Government Offices at District Level: A Study	185
Training of Trainers: A Study on Training Needs Assessment (TNA) for Trainers of BPATC	187
Trade Policy and Export Promotion: An Analysis of Devaluation.	189
Reformulating Human Resource Management Policy for Sustainable Motivation	191
The Role of BPATC in Administrative Reforms: A Study	193
Application of principles of Total Quality Management (TQM) in Government Office Administration	195
Role of Union Parishad in Promoting Democratic Culture: A Study	197
Proper Civil Service Recruitment is Prerequisite for Effective Civil Service Training at BPATC: A Study	199
Strategies for Rationalizing Public Sector Human Resources	201
Training Needs Assessment of Officers Working at Selected Universities	203
Post Training Utilization of English Language Programme: A Case Study of 24 th and 25 th Foundation Training Centre.	205
Trade Conflict SAPTA and WTO Rules: The Case of Battery Export from Bangladesh to India	207
Failure of BPATC in Departmental Proceeding Against Some Officials: A Case Study.	209
Study on Life Pattern and Economic Activities of Coastal People in Bangladesh.	211
Human Development: A Study on Two Selected Villages in Bangladesh.	213
Motivational Intervention in Productivity Improvement	215
Role of NGOs in Empowering Community-Based Urban Poor for Environmental Development	217
Challenges of Institutionalising Gender within Public Organisation: A Study on Selected Government Organisations of Bangladesh	219
A Study Report on Public Administration Teaching and Training in Bangladesh	221
Designing Pro-Poor Delivery Strategy at the Gross-root Level through Action Research	223
Empowerment of Women through Participation in Decision Making Process: A Study on Gender Dimensions in Selected Union Parishads	225
Local Level Participation in Planning and Development of the Southwest Coast in Bangladesh: A Study on Shrimp Culture and its Effect on Natural and Environmental Resources	227

Performance Appraisal System for Class-I Officers in Bangladesh

Key Words: Performance Appraisal; ACR; class-I officers; illogical ratings

Background: Effective performance appraisal is an essential management tool not only in developing countries but also in the developed world. Performance appraisal system in industrial countries tends to be refined and updated continuously in light of experience and advances in knowledge, but unfortunately it has become virtually sterile and a routine process in most of the developing countries. This study was undertaken to analyse and evaluate the performance appraisal system of Bangladesh Government.

Methodology: This study was based on the analysis of Annual Confidential Reports (ACR) of three hundred Class-I officers of the Government of Bangladesh. Data was collected exclusively from three cadres, namely: (i) Senior Services Pool, (ii) BCS Administration, and (iii) BCS Secretariat which comprise about 5 percent of all Class-I posts and about 9 percent of encadred Class-I posts. Data on ACRs of about 300 officers were collected through a stratified random sampling ensuring that officers with varying service lengths were included and samples were not confined to any particular category. In order to obtain meaningful comparison with pre-independence period, one third of the sample was restricted to officers who were recruited before 1971. The officers with less than three year's service were excluded from the sample because time series data on their records were not available. In collecting data, importance was given on trends of rating since 1966 and changes over time; consistency of rating; timeliness of the report; checking of the report and impact of openness of the appraisal system. Data was collected covering four distinct periods – the first, pre-independence period which was confined to 1966 to 1969; the second period extended from 1975 to 1982; the third, covered the period of 1982 to 1984 when the open appraisal system was in operation and the fourth period commenced in 1985 when the open system of appraisal was abolished by the government.

Findings: The study observed that Performance Appraisal in Bangladesh degenerated into a sterile and routine exercise. No major change in the system was introduced prior to 1982 when the old form of appraisal was revised and an open system of appraisal introduced and annual medical check-up was prescribed. The distribution of ratings was positively skewed and most of the employees were rated quite favorably. The overall ratings did not serve any useful purpose for identifying the superior and above average officers. The share of officers in the top category varied from 15.2 percent to 25.2 percent and in the next category varied between 37.1 percent and 60.3 percent – where such ratings were likely to discourage outstanding performance and encourage shirkers. The research found that there has been a secular increase in the ratings of Class-I officers in Bangladesh and the inflation in ratings had in fact accelerated since independence and continued unabated even after the introduction of new forms of ACRs.

Recommendations: The study recommended that performance appraisal system should be strengthened in phases. Specialised cells should be created in all controlling ministries for

monitoring the appraisal system. Experimental projects should be undertaken for designing separate appraisal form in accordance with nature of jobs or specialisation. It should be introduced in the curricula of all training courses for Class – I officers in Bangladesh. Specialised training courses on performance appraisal should be organised by BPATC for those who were responsible for administering the appraisal system. Results-oriented method of appraisal should be gradually introduced on an experimental basis. Moreover, the existing form for performance appraisal could be modified and continue until results-oriented appraisal methods were introduced. The appraisee should be given the right to appeal against adverse comments. Government should introduce non-pecuniary rewards such as foreign scholarship, letter of congratulation and preferential posting on basis of appraisal. Explanation for poor performance should be sought from those whose performance was rated in the lowest five percent categories. Furthermore, performance appraisal system would have to be linked to a realistic career development plan and experiments for improving the appraisal system should be undertaken.

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Training Needs Identification for Effective Upazila Administration

Key Words: Training; needs assessment; implementation

Background: A spectacular achievement of the government of Bangladesh was the decentralisation of administration through the introduction of Upazila system. It aimed at the acceleration of development in rural Bangladesh through an integrated approach. Assessing training needs of the Upazila administration was the main theme of this study. Its objectives encompassed : identification of the nature of working relationship between the deputed personnel working under Upazila Parishad (UZP) and elected representatives at different levels; their awareness about core functions and to identify the obstacles faced by them in implementing various development activities; assess the number of personnel trained so far, nature of such training and their effectiveness. It also covered existing training facilities, its needs and keeping in view resource constraints finally came up with recommendations towards proper training.

Methodology: Information from both primary and secondary sources was used in the study. Two Upazilas, namely, Dhamrai of Dhaka and Bhaluka of Mymensing district were considered as representative samples; as the first one was urban in terms of infrastructural facilities and communication and the second one, a typical rural one lacking such facilities. Sample survey was widely used as an instrument to assess training needs. Three sets of questionnaires were administered to the Government officers deputed to the Upazila Parishad (UZP), the support staff working there and to people's representatives involved with those UZPs. Records and reports published by the Government and other agencies concerning the evolution of the local government institutions were consulted. Moreover, several field visits were made to the selected Upazilas to meet officials, elected representatives and cross-section of people to elicit their opinion.

Findings: The study revealed that during the initial years of the Upazila system, the philosophy behind introduction of decentralised administration at Upazila level was not understood clearly by those who were entrusted with the responsibility of its implementation. The desired objective of decentralisation that they would act as change agents, progressive social workers and contribute positively to the development efforts could not be achieved. As a result, expectations of the people could not have been materialised. The study also viewed that the decentralised Upazila system was introduced too hastily and the Government deputed personnel were compelled to join different Upazilas lacking common and basic facilities. Though Upazila Management Training was shifted to different organisations and ministries but none could continue with the programme for a long time as it was not conducive to effectively meet training needs of the UZP personnel. Moreover, due to a lack of proper orientation, public representatives who were assigned pivotal tasks were not very clear about their jobs specified by the Government and most of them showed less interest in nation building. The study also observed that resources allocated for Upazilas were being drained

out because project managers were not capable enough to utilise them properly or not bold enough to prevent misuse. It was observed that many officers were not very clear about the priority of their duties and they had a tendency to prioritise them on their own. Moreover, supporting staff working in the Upazilas were new and lacking in skills and they required training on record keeping, book-keeping, store-maintenance, familiarity with rules and regulations. The reasons behind the maladies of these Upazilas were inadequate manpower and financial allocation.

Recommendations: The study recommended that short management training for the UZP chairmen, basic office management training for the supporting staff, team building for the concerned personnel of Upazila administration and senior officers of different developmental department/ministry should be arranged to improve the quality of service. Steps should be taken to motivate the deputed officers at UZP to perform their job properly. The study further suggested that the key to success of the Upazila system lay in the change of attitude of the officials and public representatives towards dedication and selfless services. The constant supervision, guidance, counselling and coaching by the superior officers could help in changing their attitude.

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A Research Project on Intensive Rabi Crop Cultivation Programme, 1986-87: Analyses of Vertical Coordination in Project Management

Key Words: Coordination; indifference; negligence; insufficient inputs

Background: In organisations, either public or private, coordination play an important role to harmonise and synchronise all group efforts towards achievement of common goals. It is often cited that failure of government programmes are mainly due to lack of coordination among various level of government involved in a programme. The main objectives of this study were to: prepare a local case study for BPATC's training courses; identify specific areas of Intensive Rabi Crop Cultivation Programme (IRCP) where the problems of vertical coordination existed; examine as to how personal attitudes affected coordination with regard to implementation of the programme; trace out the impact of socio-economic environment on coordination and suggest possible measures.

Methodology: Information from both primary and secondary sources were used in the study. Primary source included personal observations obtained through interviews and questionnaires. Five sets of questionnaires were developed to collect data from 196 respondents; two sets for the Ministry of Agriculture and Department of Agriculture Extension (DAE) officials which were mailed to them in advance and then collected by appointment with the addressee; and the rest three sets were designed for Block Supervisors, direct beneficiaries and local elites. Besides, secondary sources included study of IRCP sources, various records, documents and literature.

Findings: Major findings of this study were that the procedures of selection of farmers were not followed properly and supply of inputs was not sufficient for selected farmers. Block Supervisors (BS), being officials working closely with the farmers, should have at least some idea about the requirements of the recipients of inputs. This gap might have resulted from the communication gap and lack of adequate information which clearly indicated the poor state of coordination in case of Rabi crop cultivation. Only 49 percent cultivators took loan but 30 percent of them received insufficient loan and 56 percent did not receive the loans in time. The training side of this programme appeared to be satisfactory with 73 percent of farmers receiving it out of 93 percent of the farmers requiring training. The farmers were dissatisfied with the distribution system itself and the manner in which the distribution of the inputs were managed. Disbursed loans was found insufficient. As regards the cooperation process itself, two problems were mainly identified by the respondents: (i) meeting of the coordination committee was not held regularly; (ii) coordination was difficult with persons having no technical knowledge. Moreover, indifference, negligence, dishonesty and non-cooperation were also found. Indifferent attitudes of the officials resulted in sufferings of cultivators in getting inputs and negligence resulted in insufficient and delayed supply of pesticides. In case of maintenance of irrigation equipment, it was found only 24 percent officials were highly and 68 percent were moderately cooperative, while the rest were non-cooperative and reluctant to cooperate.

Recommendations: The study recommended that at the Agriculture Ministry level improved and modern communication network could be established for quick and better flow of information from all levels and in all directions. The DAE Head Office could supervise the programmes more closely through field inspection and in the preparatory stage of the programmes field officers need to be consulted. Selected farmers and Block Supervisors should be trained in modern techniques of agriculture. Each and every official should be held accountable. Field level problems need to be quickly communicated to the higher levels. The study further suggested that subsidies for inputs should be given to the farmers and fair price for the produce should be ensured by the Government. The allocation of funds in agricultural sector should be sufficient to ensure adequate supply of inputs. All agencies supplying/distributing different types of inputs including loan should be put under a single control. Moreover, activities of all other organisations involved in this programme should be co-ordinated by the DAE officials.

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Delay in the Disposal of Cases: A Structural Analysis of the Bangladesh Secretariat.

Key Words: Disposal of cases; structural analysis; Bangladesh Secretariat

Background: Inefficiency, delay and wastage are part of the folklore of development administration. This situation contrasted with an idealised notion of efficiency and economy in public administration and the maladies are generally conceived in terms of deficiencies in government organisations. There seems to be endless criticisms against delays caused in disposal of business in the Bangladesh Secretariat- the hub of ministries of Bangladesh. Thus, the study attempted to understand the causes of delay in disposal of public business by concentrating on the Bangladesh Secretariat as an unit of analysis.

Methodology: The study was limited to an empirical investigation of the speed of work of the managerial sub-system of the Bangladesh Secretariat. For this study a survey was conducted of all correspondences received during January 1 to December 31, 1986 in randomly selected 59 Sections of 6 Ministries of Bangladesh Secretariat. Data for the study was also collected through a pre-tested questionnaire on such issues as nature of correspondence, initiation time, state of disposal and so on.

Findings: The study found that only 25 percent cases were disposed in a week of which only one-third were communicated to concerned quarters, while more than half of the correspondences (53.95%) were disposed in a month of which about two-thirds were communicated. The study further indicated that over a period of 3 months or more, 78.11 percent cases were cleared, of which only 68.68 percent were communicated, and about 10 percent of the disposed cases took more than 3 months for disposal. A large number of cases (21.89%) remained indisposed in the Ministries of which 67 percent were pending for more than 3 months. One-third (374 cases) of the indisposed cases belonged to ministerial business. Cases on personnel management (215 cases) constituted the second largest category. Out of 5125 cases, only 207 belonged to the policy category and of these only 126 were disposed during the year under review. Except in the Ministry of Commerce, very few policy-related cases were dealt with in the other Ministries. The study identified that the obvious causes of delays in disposal of cases were: heavy workload in the Ministries, jurisdictional infringements, passing the buck, inoperative assumptions, communication bottlenecks and multiplicity of hierarchical levels. The study further found that maladies afflicting the Secretariat were largely due to either ignorance or willful violation or both of the established procedures.

Recommendations: The study recommended that the people working within the Secretariat must abide by its rules and procedures. The Secretariat should strictly limit its scope of personnel management to the appointment of Heads of Departments and their Deputies in the case of Departments and Chairmen and Directors/Members in the case of the Public

Statutory Bodies. The lower level personnel management should be dealt by subordinate departments/directorates and offices. There could be a vast improvement of delayed cases on project and financial management if a norm was established that the Project Proforma (PP) should be considered as the final document in case of development activities. The study further suggested that to ensure rapid communication an expected draft reply was to be put up at the first time the case was processed.

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The Employment Aspect of the Third Five Year Plan (1985-90): The Case of Handloom and Powerloom Sector

Key Words: Handloom sector; power loom sector; employment

Background: The study attempted to explore the potential of handloom as well as power loom sector in employment generation against the target set in the Third Five Year Plan [TFYP] (1985-90) both in an aggregative and micro framework. Its main objectives were: to determine the status of employment situation within the sampling units; trace and analyse employment and production trends in the handloom industry, pre and post implementation of the TFYP period; estimate national employment potentialities to meet TFYP employment targets; gather information on the state of marketing of handloom products; assess training needs of the weavers and identification of the sources of capital; establish causal relationship between the major determinants of employment generation in this sector and identify major problems in the development of the industry and to recommend suitable measures for strengthening the handloom industry.

Methodology: For the study sample surveys were carried out in 1,162 handloom units in districts of Pabna, Kushtia, Dhaka, Comilla and Tangail. For convenience of tabulation, classification and analysis of data, locations have been converted into 'zones' and each zone were assigned a number. The loom units within each zone, however, were determined by random sampling methods. Two sets of questionnaires were designed, the first to collect basic data on employment situation; and the second to determine the status of the units in terms of employment potential, shortcomings and problems associated with marketing of products, credit policy and input distribution policy with explicit causal links to employment generation.

Findings: The study found that loom units of the study areas broadly consisted of two types: (a) handloom units comprising both fly-shuttle pit-loom and Chittaranjan looms and (b) decentralised power looms. Fly-shuttle looms were primarily run by family labourers, while semi and power looms were dominated by hired hands. Persons employed per operational loom exhibited declining trends in the absorption of both family and hired labour. On the contrary, since semi and power looms were run on profitable basis, absorption of wage labourers maintained a reasonable level. The zones with concentration on pit-looms showed a declining trend in the number of looms, production and employment. The high correlation between the major variables viz. number of looms employment and major production support the view that employment was a function of both the number of operation looms and volume of production. The volume of production, in turn, was a function of sale-turnover ratio, marketing facilities, credit supply, input distribution and economic situation. That belied the idea that except semi and power looms, fly-shuttle pit-looms could not generate employment beyond self-employment status. On the other hand, wage employment existed in semi and power looms. One of the major causes contributing to weavers' wages and other sufferings was the mismatch between BTMC unit yarn cost and BTMC ex-mill price; even though, both semi and power looms were profitable, adoption of semi-automatic loom turned out to be

more economical and profitable in terms of capital-output ratio and employment-investment ratio. Another major problem related to the high indebtedness of weavers to local *mahajans* resulting in weak bargaining capacity in marketing their products. The study, further, observed that paucity of working capital and irregular supply of inputs appeared to be major problems in loom operation. Other problems included higher input prices, insufficient supply of inputs, high rate of interest and harassment by service centre officials

Recommendations: The study suggested the following measures –(i) vitalization of weavers' cooperatives; (ii) modernisation of pit-loom units for high productivity and profitability; (iii) rejuvenation of demand for handloom products through appropriate policy; (iv) updating information and statistics on handloom sector; (v) legal and administrative support for handloom sector's product reservation; (vi) institutional credit arrangement for sick handloom units; and (vii) assessment of working capital required for the flood affected zones. For channeling credit, inputs and undertaking marketing responsibility of handloom products the legitimacy of membership also need to be ensured.

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Women in Civil Service of Bangladesh , 1972-86

বাংলাদেশ সিভিল সার্ভিসে মহিলা, ১৯৭২-৮৬

Key Words: Civil Service; women; social impact and change

Background: The women's entry into the civil service was very important in a country like Bangladesh and it was more important to analyse its effects and impact on the society. The environment where the women entering cadre services were working; their efficiency; satisfaction and dissatisfaction at the workplace; problems they were facing in their day to day business; how they were being treated and viewed by the people; socio-economic impact of their entry into the service, on the family and society and their performance as compared to male colleagues –examining all those were the objectives of this study.

Methodology: Information from both primary and secondary sources were used in this study. As primary source, information were collected from 150 female officials belonging to 17 different cadres working in 43 Upazilas of 28 districts. Information was also collected about the women from their male colleagues and their supervisors. The common people around the study areas, members of various women organisations, VCs of some universities; Chairman, Public Service Commission, Secretaries of different ministries were also consulted in this connection. Sources of secondary information were lists of encadred women, observation and comments on ACR of 160 male and female officers collected from Ministry of Establishment and Directorate of Health; results of Foundation Training Courses conducted by BPATC; information collected from Bureau of Statistics, etc. Information was collected through pre-tested questionnaires applying both stratified and random sampling methods.

Findings: The study observed that till October 1986 the number of women working in 30 cadres of the civil service of Bangladesh was 1417. Amongst them 150, who were respondents of this study, belonged to the average age group of 32.8 years; 33 percent of them were graduates and 67 percent post-graduates; 80 percent of them were married; and average number of their children were 2. About 65 percent of the married ones' husbands and 44 percent of the unmarried ones' fathers were service holders. According to majority of the supervisors and male colleagues, the women cadre officials were efficient, though the comparative observation on 160 male and female cadre officials' ACRs were in favor of males. However, it was found on analysing the Foundation Training Courses' results that the women officers were marginally ahead of their male colleagues in obtaining higher grades in four courses out of total seven courses. About half of the common people and members of female organisations opined that women officers were able to be neutral in discharging their duties. According to 67 percent of the supervisors, the women officials were efficient in controlling their subordinates; and four-fifths of their male colleagues acknowledged that they were helpful to their subordinates. On the other hand, 66 percent male officers opined male colleagues were better than female ones. Amongst the supervisors 19 percent opined female officers as being not equal to them citing their physical and mental weakness and lack of boldness. Majority of the high officials opined positively towards women's entry into the

civil service. Moreover, only 5 out of 120 husbands of women officials have easily accepted the work of their wives.

Recommendations: The study recommended that (i) social norms and values regarding employment of women should be developed; (ii) women employees should be given preference while allocating residential accommodation; (iii) they should be provided with transport facilities for attending offices; (iv) child-care and child education centre should be established in the vicinity of their workplaces; (v) they should be posted or transferred nearby their husband's or parent's workplaces or to their preferred district headquarters; (vi) Foundation Training should be imparted to female officials immediately after they join the service; (vii) length of maternity leave should be increased justifiably; (viii) security measures should be ensured for the women official both in their public and private life; and (ix) empathetic and cooperative attitudes of their male colleagues and supervisors should be enhanced.

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A Study of the Career Development Programme in the Bangladesh Civil Service

Key Words: Career planning; Bangladesh Civil Service; disparity

Background: Career development is perhaps one of the most complicated and yet a very important aspect of personnel management. The objectives of this study were to explore what arrangements are there for career planning and development in some cadre services of Bangladesh Civil Service (BCS); specifically, to carry out an empirical study of career planning in the civil service; to gather information on career planning; search for inter-cadre problems and find out if there could be some uniform pattern for career advancement. The study also tried to search for relationships between career development and career planning administration; find out the nature of coordination amongst different phases of career of an individual, viz. education, recruitment, training and development; find out whether there was any scope for inter-sectoral mobility in the services; make an enquiry how professionalism and specialisation could be brought forth to make the civil service production oriented, and find out the role of the authorised ministry in respect of career planning and development of BCS cadres and whether it was over-burdened with such work demanding decentralisation of career planning and development administration.

Methodology: This study was principally an opinion survey of 246 civil servants, of which 118 belonged to BCS (Admn.), 50 to BCS (Police) and 78 from BCS (Public Works) of roughly 6-16 years of service. At the same time opinion survey was carried out among 92 respondents which included some senior members of the cadres; top level secretariat officials; university professors; top level officials of the attached departments; industrial and business executives, planners and trainers. After studying the available literature, the researchers studied the career planning system designed by Ministry of Establishment. Two sets of questionnaires were administered to the selected members of the three cadres for collecting relevant information. Moreover, secondary sources comprising of books, documents and journals were utilised.

Findings: Major findings of the study were that BCS (Admn.) cadre appeared to have a notional superiority over other cadres, but of the three cadres studied it had the least scope for promotion and career advancement. BCS (Police) appeared to have a better scope of career advancement than BCS (Admn.), while BCS (Engineering) has still better scope for career advancement, but its members appeared to have a notion that they did not have as much status as the other two cadres. The study observed that the respondents opined that the Ministry of Establishment should have the responsibility of recruiting incumbents in the BCS but the opinion was divided on the point of career planning, i.e. it should be shared by the Administrative Ministry and the Ministry of Establishment. Moreover, it was found that training was heavily neglected as a factor for career advancement. Performance appraisal had a great role to play towards career advancement, but it was not done in a proper manner.

Recommendations: The study recommended that (i) promotional prospects of cadre officials should be made rational; (ii) there should be proper linkage between recruiting and career planning mechanisms; (iii) training should be treated as part of career development; (iv) performance appraisal should be pursued, in its truest sense, in all spheres of career progression; and finally, (v) the researchers recommended more studies on career planning in Bangladesh Civil Service to test the findings of the study.

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The Problem of Coordination in Upazila Administration: A Case Study of Two Upazilas

Keywords: *Coordination; Upazila Administration; public representatives; rules and regulations*

Background: By 1987 Upazila (sub-district) system of decentralisation was at work for about five years. During the initial period, indepth studies on strengths and weaknesses of the system were not deemed proper as any new programme deserved at least a gestation period before subjecting it to critical examination. This study attempted to explore the issue of coordination between officers of different departments and also between officials and the political leadership at the Upazila level.

Methodology: Two Upazilas (sub-districts) i.e. Savar Upazila of Dhaka district and Palashbari Upazila of Gaibandha district were purposively selected for convenience of the case study. Primary data was collected from 114 respondents belonging to 7 categories through administering questionnaires. Primary sources also included structured and unstructured interviews, discussions with related individuals, agencies and observation. Secondary sources comprised of various government circulars, published research reports and articles on the Upazila system.

Findings: The study found that the officials under study claimed that they were not properly treated by public representatives and even their technical advice was ignored by a sheer force of majority in the Upazila Parisad meetings. On the other hand, public representatives equally complained that they were not getting respect from government officials they deserved and moreover the officials were always non-cooperative. The level of education, mental maturity, honesty, proper behaviour, tactfulness etc. which were pre-requisites of an ideal chairman of Upazila Parishad was hardly found in sample areas under study. The Upazila Chairmen were lacking in proper administrative capacity and government officials lacked proper training and coordination and they were yet to show appropriate mentality to accept the newly-introduced Upazila system. Some government officials opined that the post of Upazila Nirbhahi Officer (UNO)- the executive officer of Upazila should be replaced by a junior magistrate. Inspection was not regularly done. On many occasions government circulars and instructions reached Upazilas too late and sometimes did not reach at all, all of which created information gap and hindrance in proper discharge of duties of the officials serving in Upazilas.

Recommendations: The recommendations of the study included – proper behavior of UNOs and also necessary cooperation with public representatives; abolishing the post of UNO by

replacement of a Junior Magistrate who should be properly trained and conversant with relevant rules and regulations so that the whims and caprices and illogical desires of Upazila Chairpersons and other elected members could be handled as demanded by law. The other suggested measures included training of the Upazila Chairpersons who should be impartial, fair and just. As regards the coordination among officers of Upazila, the study opined that the Chairperson as a non-official could effectively improve the situation. Regarding the inspection of Upazila by higher officials, their job could be safely vested in Assistant Director, Local Government, Deputy Director, Local Government, Commissioner and Zila Parishad Chairperson. Moreover, the study recommended that district level officers should regularly inspect the activities of their own line officials at the Upazila. The study also recommended that Upazila Chairpersons should be primarily made accountable to the Upazila Parishad.

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Targeted Poverty Alleviation Programme in the Third Plan

Key Words: Poverty; reduction measures; Third Five Year Plan

Background: Alleviation of poverty constituted one of the primary objectives of the Third Plan (1985-90) to be achieved through more productive employment generation and consequently higher production. This study was devoted to analysis of the poverty alleviation programmes of the Third Five Year Plan as it related to rural development, employment and income generation, human development and target group orientation. The study also attempted an analysis of a selected number of poverty alleviation projects directly targeting the poor and analysed the impact of indirect programmes like the area development projects on employment and income generation for the poor.

Methodology: Both primary and secondary data were used in the study. As quantitative measurement of stated objectives was not possible, programme sponsors were interviewed for obtaining information and their qualitative judgment on the extent of goal attainment of each project. For analysing the impact of directly targeted poverty reduction programme, one on-going projects of the Bangladesh Rural Development Board (BRDB) was selected by design. For obtaining information and comments on the two programmes of the Ministry of Relief and Rehabilitation, namely Vulnerable Group Development Programme (VGDP) and Food for Works (FFW), the Director General (DG) of Relief and Rehabilitation and the local officials of FFW were interviewed. For FFW, information was also collected from 10 Upazilas spread over the country.

Findings: The study found that even though the Third Five Year Plan had been termed a heavily poverty focused plan; it has not allocated enough resources for anti-poverty programmes. Directly targeted poverty alleviation programmes did not constitute even 10 percent of the planned outlays and the largest such programme of an approximate value of Tk. 4500 crore for the five-year period was outside the Plan and the budget of Annual Development Programme (ADP). Poverty alleviation goals thus did not constitute the main objective of the plan, but it was making its way slowly in that direction. The FFW was large and employment intensive. The programme has been successful in elevating its beneficiaries from relief to entitlement stage; but their graduation to the ultimate stages of asset formation and empowerment was yet to take place. In case of VGDP, though its resources flow to the target groups had been steadily increasing, their graduation beyond the relief state was going to take a very long time. Linking the clientele with the available credit systems was also likely to take time and the HRD aspects of this programme, therefore, were still in embryonic stage. The Rural Poor Programme (RPP) of BRDB was only a small part of a larger multi-purpose project, which in a sense, transcended its mandate in embarking upon a programme with stress on formation of pre-cooperatives. The poverty orientation of RPP was unquestionable even though BRDB was utilising it trying to reach the hard-to-reach poor of the country.

Recommendations: The study suggested that a lot more resources need to be allocated to a comprehensive anti-poverty programme which should form the core of development planning, with its objective, function, and poverty weights attached to other supplementary goals. The rural poor have got to be conscientised, organised, trained and prepared for competition at the market place. Their obsolete skills have to be updated through continuous training and re-training. There should be no further addition to the already formidable set of organisations now involved in the task of poverty alleviation, rather the existing ones need to be better coordinated, their areas of overlap functions reduced and approaches better harmonised.

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**An Investigation into Inspection and Procedural Systems in Government Departments:
A Case Study**

সরকারী দপ্তরসমূহের পরিদর্শন ও অনুসরণ পদ্ধতির নিরীক্ষা: একটি ঘটনা সমীক্ষা

Key Words: Inspection and follow-up procedure; effectiveness;

Background: Inspection plays an important role in modern administration. Its main goal is to verify whether procedures, orders, rules and regulations, laws and acts circulated by the head office are being implemented or not. This study was undertaken to: (i) scrutinise the inspection and follow-up procedures of government offices confining its scope within two Directorates – Directorate of Primary Education and Directorate of Women Affairs; (ii) examine the effectiveness of inspection and follow-up procedures of the two Directorates; (iii) review whether any steps were being taken as a result of inspection reports submitted so far; (iv) observe how far the procedures were justifiable with the government's decentralisation programme; (v) identify the problems regarding implementation of the inspection procedures; and (vi) review opinion of the personnel entrusted in those organisations in terms of making inspections effective.

Methodology: Information from both primary and secondary sources were used in this study, though it was mainly based on primary sources. First, 10 specimen units were selected on random sampling from district and Upazila level and then information was collected from the specimen units through structured questionnaires and guidelines. In addition, interview methods were also applied in case of necessity. Collected data was then analysed using both univariate and bivariate tables. As secondary sources of information, various inspection reports, related documents and many other theoretical papers and materials were also consulted to bolster the conceptual underpinnings of the study.

Findings: It was found from the study that most of the Education Officers at different positions were aware of the importance of inspection; but they were not familiar with departmental (central) direction regarding the matter and there were differences of opinion amongst them. Except the Asst. Upazila Education Officer, others at all three levels (Divisional, District and Upazila) were not so motivated with central message and with the importance of inspection. In the Directorate of Women Affairs, there was no officer at divisional level; and while those at the district and Upazila levels were aware of inspection and its importance but inspection work at the grassroots level was not satisfactory. 52 percent of the Primary School Teachers and 60 percent officers of the Directorate of Women Affairs were aware of inspection rules and directions, while the rest were more or less hardly informed. The Inspection Registers at all levels of the two directorates indicated negative trend of inspection. During 1983 to 1987, though increasing trend in the rate of school inspection was claimed by some respondents but the registers did not reflect the claims.

Forwarding of inspection reports to supervisory offices were found irregular in both directorates and the supervisory offices found almost tortoise like in reaction.

Recommendations: The study recommended that primary schools should be inspected at least once a month by District Primary Education Officer and Upazila Education Officer. Upazila Women Affairs Office should be inspected at least a month by district level Women Affairs Officers. For implementation of inspection concerned officials of two Directorates could be provided with transport facilities or an opportunity could be created to buy vehicles through installment. Training on inspection could be arranged and necessary guidelines could be sent to respective offices. The inspectors should be relieved from other responsibilities which were not relevant to their jobs. Speedy steps should be taken to resolve the problems identified during inspection. Teacher-Guardian forum and managing committees of primary schools should be given the responsibility of inspection. The inspectors should be awarded with punishment in case of negligence of duties. Furthermore, the study recommended that inspection and follow-up procedures should be strengthened and incentives could be awarded to the offices found to have excellent inspection track records.

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A Case Study of the Procedure for Adjudication of Grievances of Public Employees.

Key Words: Grievances; public employees; laws; rules

Background: The study was undertaken with a view to identify to what extent the existing laws, rules, policy guidelines, practices, etc. are adequate to prevent grievances of public employees; to trace out the causes of unusual and often unnecessary delays in disposing of grievances and means to improve the position; to find out the inconvenience of public employees caused by lack of proper adjudication of their grievances; to analyse the effects of grievances on the performance of organisations in the form of internal hostilities, neglect in work, tendencies of subversion, decline in morale and discipline, etc. It also tried to explore the scope to build up a proper environment in the public administration system in the country to provide congenial human relations which could minimise incidences of grievances.

Methodology: The study was mainly based on secondary information. While collecting six cases, a number of grievance cases were initially collected. Newspapers were also consulted to collect grievances of public employees and then following newspaper clues, the researchers pursued some grievance cases. Three cases were collected from two educationists and one Livestock Officer who served in erstwhile Pakistan. In addition to case studies, an opinion survey of 200 officers was made in order to understand the officials' views in respect of grievance matters. The respondents included both specialist and generalist cadre officials, non-cadre officials, non-managerial personnel. The last method applied was brain storming sessions arranged for 50 mid-level officers, who were undergoing training in a Conduct and Discipline Course at BPATC.

Findings: The study found that in the first case in which punishment was meted out to a public official, the accused felt that justice was not done to him and the Appellate Tribunal was in his favor. In the second case, the grievance of a public employee was regarding change of designation, frequent transfers and sanction of leave without pay while leave was due to him. The third case was that of grievance of a government employee who had been superseded in promotion by his juniors. The fourth case was that of a government employee who being aggrieved took the shelter of the Appellate Tribunal, but the decision was not fully in his favor. The fifth case was that of a delayed procedure for which a government employee was supposed to have incurred loss and the last case was the grievance of an employee under labour law for arbitrary action by the employer relating to his service privileges.

Recommendations: The study recommended that the time-frame for disposal of departmental proceedings should be strictly followed and any negligence shown by any quarter should be seriously taken into consideration. The laws related to adjudication of public servants' grievances should be updated and necessary provisions must be incorporated so that personnel entrusted with mitigation of grievances could be made accountable and transparency of rules and regulations could ensure justice.

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Assessment of Training Need of Mid-Level Officers: A Research Study on ACAD

Key Words: Training Needs Assessment; ACAD;

Background: In public administration training is viewed as the process of developing skills, habits, knowledge and aptitudes of employees in their present positions as well as preparing them for future positions. The major objectives of this study were to analyse the effectiveness of the mid-level training course Advanced Course on Administration and Development (ACAD); to examine the standard of the course so as to make it more useful; find out the most critical areas of training and to enable the trainees to acquire higher capacity to cope with the rapidly changing conditions; to think critically, decide judiciously and act promptly.

Methodology: Information for this research study was collected from both primary and secondary sources. Primary sources included personal observations obtained through various schedules and interviews, while secondary information included study of materials, records, documents, literature, etc. In addition to collection of required information through structured questionnaires, discussions and exchange of ideas with the concerned people have provided detailed information. Informal interviews with the expected sample population was conducted both by personal contact and over telephone, and finally examination of relevant documents e.g. course evaluation results of all the previous ACAD held in BPATC at different times were reviewed.

Findings: The study found that the officers attend ACAD when they are around 40-50 years of age and are highly experienced with service lengths of 21-30 years and majority of them had previous training experience both at home and abroad. As regards the reasons for selecting the participants in the ACAD, it was found that 58 percent of the respondents thought that trainees were nominated for enhancing their knowledge, skills and attitudes while 54 percent were not aware of the reasons for their nomination and 51 percent were selected because Establishment Division nominated them. The study revealed that the objectives of ACAD were set very much appropriately, though there were suggestions of some new inclusions. 83 percent of the trained and 75 percent of the would-be-trained respondents opined that the ACAD should be compulsory for all mid-level officials as it was found to be useful as 85 percent of the respondents opined they were very much benefited by attending the course. The course duration was all right according to 72 percent of respondents and most of them opined positively about the extension lectures suggesting that BPATC should take care to select resource persons in this regard. Most of the respondents regarded foreign study tour beneficial, while only just 4 persons termed it as wastage of money. Most of the respondents opined that the examination system in ACAD needed to be changed to make the course more acceptable and useful for the clientele; they further suggested that curriculum of the course need to be updated with new ideas which might enrich the course to a great extent.

Recommendations: The study recommended that ACAD should remain compulsory for all mid-level officials and should be treated a pre-condition for next promotion. Keeping the present objectives of the ACAD intact, social and moral values could be incorporated. In addition to this, computer literacy, fiscal policy and monetary management, preparation of PP and TAPP, and development efforts of developed and developing countries could also be included in the course. Extension lectures on current issues and foreign relations might be arranged. The study further suggested giving more emphasis on writing and presentation of seminar and syndicate papers, well structured study tours both in-country and abroad, and arrangement of pre and post-test for the participants of ACAD. Traditional examination system should be replaced by introducing objective type of evaluation. Moreover, evaluation report of the participants should be sent to the controlling ministries and controlling officers of the participants within one month from the date of course completion.

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Education in Bangladesh: A Study of Policy Planning in Primary Education

Key Words: Primary Education; disparity; dropouts; curriculum development

Background: In primary education there are quite a number of issues of immediate concern like low rate of enrolment, alarming rate of dropouts and repetition of low quality of education due to material, human and institutional factors. Furthermore, a host of other issues ultimately determine the outcomes in the sector. This study therefore attempted to provide a historical presentation of development in education at the elementary level, describe and analyse different policy programmes related to primary education, and articulate some issues which were of importance to policy planning in primary education.

Methodology: The study focused on the aspects of policy in a sub-sector of education and relied mainly upon secondary published and unpublished materials. A survey of the literature and documents was made and a series of interviews were conducted with a number of people concerned with the subject. Data and information were collected through questionnaires (not structured) for different sets of people. In addition, various programmes, options and institutions involved in primary education were also surveyed to meet the objectives of the study.

Findings: The study detected some major problems in primary education in Bangladesh which are – low rate of enrolment, high rate of dropouts and repetition, disparity in enrolment between male and female, different socio-economic groups and regions; poor quality of education caused by inadequate number of teachers, deficiency of curriculum, lower level of administrative and supervisory services, lack of community support, inadequacy of resources, poverty and malnutrition.

Recommendations: The study suggested that there should be a legislation by the government to provide compulsory primary education and governmental intervention and the policies in primary education. In order to improve enrolment, all factors determining enrolment should be properly identified and addressed. The study, further, opined that it was necessary to create least expensive pre-primary schools which could provide confidence in smaller environment and feeder institutions for the primary schools; there should be a uniform standard examination at the end of Class-V. The NGOs might be allowed to operate schools for out of school and the dropouts children who were not served by governmental primary schools. Timely supply of books and teaching aid to be ensured to attract students attending the school. Providing mid-day meal, uniform, etc. could be used for encouraging additional enrolment. It suggested that some secular subjects should be incorporated in the *Maqtab* (institution for elementary level religious education) in order to make them similar to primary schools; adult education should be geared up through non-formal education. The Union Parishad might be involved with organisation and management of pre-primary schooling. Finally, it suggested that while designing a curriculum it has to be remembered that the goals of education was to provide a child with intellectual, social and physical skills

and abilities. Thus, the curriculum should be developed to have a teaching method, which involved more active participation of students and to make them properly understand subjects and issues rather than mere memorising.

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A Study of Constraints and Potentials in Domestic Resource Mobilization: Resource Mobilization at Upazila Level

Keywords: Domestic resource mobilisation; local government; Upazila Parishad

Background: The most important source of revenue for majority of the local bodies is government grant as most local bodies could not otherwise survive without it. The main aim of the national government is to reduce dependency of local bodies upon the centre. But unfortunately anyone who took interest in Upazila resource mobilization programme could not overlook the constraints and deterrents to its operation. The main objectives of this study were to: analyse the existing sources of revenue of the local government specially at the Thana level and examine the new system of revenue collection.; find out the growth of domestic resources and financing of development projects; identify the constraints in estimation of different taxes, fees etc. and the problems faced in the implementation of proposed collection; examine the procedural bottlenecks and identify the operational hindrance; identify the extent of initiatives taken by the pivotal personnel of local level administration; identify the possible incentives for greater participation by Upazila Parishad in revenue raising process and suggest recommendations for overcoming the problems identified.

Methodology: Both primary and secondary sources were used in the study. For primary sources two Upazilas, namely Shibalaya of Manikgang district and Rayganj of Shirajganj district were selected. Three groups of respondents were selected viz, public representatives (22), officials (34) and local elite (12) and were interviewed through administering pre-tested questionnaire. Relevant documents were also consulted as secondary sources for the study.

Findings: Major findings of the study were that the concerned people were not motivated in local resources mobilisation, rather they were continuing to be dependent on government grants; in many cases, neither the officials nor the public representatives were aware of the implications of Upazila Taxation Rules. The total volume of grants-in-aid in Upazila was not related to the growth of population, the per capita grants-in-aid were decreasing in recent years. It was observed that the donor countries/organisations favoured increased participation of NGOs in rural development particularly for the target groups. In the absence of adequate and reliable data-base in the Upazilas, difficulties were faced in respect of assessment of potential revenue income sources. Respondents of the study viewed that Upazila should depend upon their own resources for financing development activities but it was not materialised due to lack of initiatives taken by Upazila Parishad administration and its lack of knowledge regarding rules and procedures of taxation, and fear of adverse reaction of taxes among the people. The study further revealed that government was deprived of huge amount of potential income through leasing out *Hat Bazar and Jalmahal* because auction bids did not rise due to the unholy alliance of the bidders, political interference and class interest.

Recommendations: Recommendations of the study pointed out that Upazila Parishad should mobilise enough resources of their own for development activities by conducting of techno-economic and administrative surveys in the Upazilas of Bangladesh to assess the avenues and potentials of income-generating activities which would ultimately determine the taxable capacities. Moreover, the Statistics Division of the Government should take more care in organising its offices at the Upazila for collection, compilation and recording of the final statistics of the Upazila. Recommendations among others included incorporation of a built-in system to cope with changing economic conditions, to emphasise on strict levying and realisation of taxes by Upazila, to encourage tax efforts of Upazila. The study also emphasised on avoidance of interference of the district administration in some areas of taxation. It also suggested setting up of a Local Government Finance Commission to recommend a viable local government structure for resource mobilisation.

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Assessment of Training Needs of Senior Civil Servants: A Case Study

Key Words: Training; means of development; training needs assessment

Background: Training is viewed as the process of developing skills, habits, knowledge and aptitudes of employees in their present positions as well as preparing them for future positions. The purpose of this study was to examine whether the training imparted to senior civil servants met their training needs. More specifically, it was undertaken to collect information about training needs for designing training programmes for them; to have fruitful discussion on education and training as means for development; to determine the clientele groups who need to take part in this level of training, and to examine the existing training arrangements.

Methodology: The methodology of this study was blending of theory and practice. The empirical portion of it was carried out by an opinion survey through a questionnaire, which was designed to elicit information directly or otherwise related to such training needs. The respondents consisted of 5 Secretaries and Additional Secretaries; 50 Joint Secretaries and officers of equivalent rank; 30 Deputy Secretaries and officers of equivalent rank and 23 academicians. Moreover, 6 training institutes also had been studied and the same number of political leaders was interviewed.

Findings: Majority of the respondents of the study viewed that officers having the pay scale of Tk. 4,750/- and above might be considered participants of Senior Staff Course (SSC); as regards to the qualities of an ideal civil servant it appeared from the study that policy analysis and decision making should get first and second priorities respectively. The respondents further opined that participants of the SSC could be comprised of 31 cadres of BCS, specialised professions, academicians, officials of scientific and technological fields, party cadres, officials of private sector and armed forces. The researchers felt that policy analysis might get the first priority since the senior civil servants were, first of all, policy makers, and skill training might got the least priority. Majority of the respondents viewed that SSC was useful and effective while a significant number considered it was not need-based. It was further viewed that the opinion of the participants and their organisation should be considered before making nomination. The researchers felt that assessment of training needs should be made beforehand. They also indicated that it would better if training needs assessment could be done after joining the course though it would be difficult to organise. Most of the respondents, further, viewed that training should be a pre-condition for promotion and it would be excellent if there were built-in provisions for training at each stage of career. It was also viewed that the career planning for the civil servants should be responsibility of the Ministry of Establishment but it would not be possible without any support from concerned ministries and organisations. Foreign study tours might continue as was conducted before. Course contents and methods of training of SSC were found relevant while an innovative evaluation method that involved participants, training organisations and nominating authorities was suggested.

Recommendations: The study suggested that senior civil servants might attend SSC on regular basis. Seminars and workshops might be a part of the training course and training method should be realistic. Changing environment and challenges to management and administration could be included in the course contents. Duration of the course could be reduced to 8 – 10 weeks. BPATC faculty might be sufficiently trained and professionalised and trainers on deputation should have the aptitude to be involved in training jobs. Private sector officials could be allowed to participate in the SSC. The Ministry of Establishment should nominate the participants with prior consultation of BPATC. The review sessions of the SSC might be attended by the participants, representatives of the concerned organisations and Ministry of Establishment. Training should be the pre-condition of promotion and there might be a built-in provisions for training in the career of all civil servants. Moreover, training needs should be assessed beforehand and might be done jointly by concerned organisations, administrative ministries and the Ministry of Establishment.

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Needs Assessment of Foundation Training Course

বুনিয়াদী পর্যায়ে প্রশিক্ষণ চাহিদা নিরূপন

Key Words: Foundation Training; identification of training needs;

Background: Foundation Training Course (FTC) is a major core course conducted by BPATC and is mandatory for probationer civil servants. This study was undertaken to gather opinion on the Foundation Training Course's curricula, elicit opinion from supervisory officials, decision making levels and from the people's representatives about real training needs at this level and finally to put forward suggestions on formulation of need-based curricula.

Methodology: This study was mainly based on primary information collected through three types of pre-tested questionnaires. Respondents comprising 192 members drawn from two groups were selected on random sampling basis. The first group consisted of 170 FTC participants and their direct controlling officers, while the second group consisted of 15 respondents (selected not on random basis) from policy levels and some 7 respondents from amongst the people's representatives. Collected information was then analysed using both univariate and bivariate tables with help of percentage and average, etc.

Findings: It was found from the study that the curricula of the FTC was realistic according to the participants' needs but the timeframe was not enough for many reasons. Firstly, two months of training was not adequate to motivate trainees with the greater perspective of training and secondly it was not enough time to make them a team with sufficient understanding for the ultimate goals of nation building. Selected public representatives of the study opined that the probationers lacked team spirit to combat natural disasters, decision making on service rules and development activities. Moreover, they lacked skills in understanding, following and implementing the instructions of senior officials and their supervisors. Regarding objectives of FTC the public representatives were of the view that it was effective to utilise the participants' inherent potentials through labourious physical and mental exercises but extra-curricula activities were not appreciated during training period. The study also found that the participants of FTC lacked knowledge and skills in oral and written presentation, ability for analysis and judgement and disposal of entrusted responsibilities.

Recommendations: The researchers suggested that (i) the FTC should be a four months course; (ii) FTC should be given to the probationers immediately after their recruitment; (iii) the FTC's results should be added with that of the exam's results conducted by Public Service Commission in case of fixing up the seniority of civil servants; (iv) the probationers of different cadres should be motivated to have a mentality to work in a concerted way; (v) the probationers should have opportunities to learn word processing, computer literacy, driving and swimming; (vi) efforts should be there to enhance cooperation and empathy among the participants by nominating same age groups in a course; (vii) topics on ethics and

morality should be incorporated in course contents of FTC to develop their moral and ethical values; (viii) a section of FTC should not exceed 50 participants; (ix) the participants should be encouraged to conduct research to bring changes in the traditional discourse of administration; (x) to make the FTC participants understand the importance of people's participation in decentralised administration with theoretical as well as practical measures; and (xi) more study tours could be arranged to make them familiar with the people and the land as well.

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Disposal of Criminal Case: A Case Study on Upazila Magistrate Court

ফৌজদারী মামলা নিষ্পত্তিকরণঃ উপজেলা ম্যাজিস্ট্রেট আদালতের উপর একটি ঘটনা সমীক্ষা

Key Words: Criminal cases; Upazila Magistrate Court; effectiveness

Background: Establishment of Magistrate's Court at Upazila level had a great effect on the socio-economic and administrative scenario of Bangladesh. The effectiveness of any governmental approach relies very much on its implementation mechanism, efficiency and its result-bearing potential. This study was undertaken to examine the effectiveness of changes in the laws relating to disposal of criminal cases, to identify the impediments in quick disposal of criminal cases at Upazila levels, observe the nature of disposal of criminal cases in pre and post periods of introducing changes in the laws; and to identify the positive and negative symptoms of establishment of Upazila Magistrate's Court.

Methodology: Data from both primary and secondary sources were used in this study. Primary sources of information was collected through structured questionnaire from 68 Upazila Magistrates, 20 Lawyers, 4 Court Sub-Inspectors, 12 Investigation Officers, 32 plaintiff and accused persons, 40 local elites, 4 Additional District Magistrates, 4 District Magistrates and 4 District Judges. Besides, files and documents of four Upazila Magistrates' Courts relating to criminal cases were examined; rate of filing of criminal cases and their disposals in 32 Upazilas covering a period of pre and post Upazila era had also been scrutinised as secondary sources of information.

Findings: The study found that the rate of filing of cases had increased at a rate of 24 percent in the post three years period in comparison to three years before introduction of this court. At the same time, General Record (GR) cases increased at 16 percent, Criminal Record (CR) cases at 8 percent and other cases at 42 percent; though the rate of disposal of cases had decreased considerably and stood at 78 percent instead of the previous rate of 86 percent. According to most of the Magistrates and Inquiry officers, Upazila Court was a good step, while respondents of all types acknowledged that the tendency of filing of cases had increased, while expenses and embarrassment was not reduced. Majority of the Upazila Magistrates opined that due to changes in the criminal laws and quick disposal of cases, qualitative standards of judgment had increased. This view was not agreed by most of other respondents. According to most Magistrates and Lawyers, problems in quick disposal of GR cases centred around irregular attendance of witnesses, delays in procedures and many extra duties of the Magistrates other than Magistracy. Moreover, police administration was not cooperative in quick disposal of cases and time prayers for the defendants and time-calculation procedures, etc. were also vital impediments to quick disposal of cases.

Recommendations: The study recommended that the police personnel related with investigation should to be provided with modern training and equipment and the Police

Stations should be manned with personnel proportionate to local population. The Upazila Magistrates should be appointed on full time basis and should be entrusted with sufficient power over the police administration. There should be a specific timeframe for issuing warrants and complexities relating to notification of absconding persons should be removed. Library could be established in the Upazila courts with sufficient law books, gazettes and journals. The judiciary should be separated from the administration. Furthermore, an enabling environment should be established so that the Upazila criminal justice system could work transparently and more effectively without any fear and undue external pressures.

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On the Job Training for BCS Officers: A Case Study of BCS (Admn) and BCS (Sectt) Cadres

Key Words: On the Job Training; lack of set target; monitoring; evaluation;

Background: On the Job Training (OJT), though a traditional variety of training, is receiving increased attention and importance now a days for its inherent merits and its contribution to development of professionalism of newly recruited civil servants is widely recognised. A well-designed, and closely monitored OJT might be useful in developing administrative capacity of the civil servants and in increasing their social utility. But research work or literature on this field seems to be scanty. This study was aimed at assessing the effectiveness of existing OJT operations in governmental agencies in Bangladesh. Its main objectives were to explore the conceptual meaning and implications of on the job training from an ideal perspective; to assess effectiveness of OJT programmes as practiced for the BCS (Sectt.) and BCS (Admn.) cadre officers in the Secretariat and field offices; to identify the areas of deficiencies of OJT programmes and problems faced by the OJT trainees and OJT giving agencies; and to find out means for improvement of the standard and quality of existing OJT programmes.

Methodology: Both primary and secondary information were used to carry out the research. For collecting relevant primary information and data, structured and unstructured interviews were carried out, questionnaire was served for organisational survey, personal observation were carried out. In case of secondary data relevant documents, reports and materials had also been consulted.

Findings: The study observed that OJT for the probationers of BCS (Admn.) cadre started with a 22-week structured training programme organised by the Collectorate administration which aimed at familiarising the new entrants with orientation of the Collectorate; its attachment programme, and helped the probationers to get familiarised with the regulatory as well as developmental functions of the Collectorate and its coordinating roles. As there was no uniform set of guidelines, the orientation programmes varied in structure, contents, methodology and evaluation system and even in duration from one Collectorate to another. The second phase of the training programme included six week treasury training and court attachment that helped the probationers to develop the right kind of attitude and skills required for dispensation of criminal justice. The survey identified that the methodology of OJT at the Collectorate was traditional and it was more or less based on rational choices, customs and usage and experiences of the individual Collectorates in absence of a well-defined manual and a coherent set of guidelines. The supervisors, usually, had little or no grip over the concept of OJT techniques, training cycle and evaluation system. There was also no mechanism to monitor the progress and evaluate the effectiveness of the attachment programmes and the performance of the trainee themselves. Even completion of the whole

attachment programme had not been set as a precondition for the confirmation of the probationers' service.

Recommendations: The study recommended that for building an efficient and professional civil service personnel system, OJT processes needed to be institutionalised and systematised at the respective workplaces. Appropriate and well defined OJT policies needed to be laid down and commitment for its implementation needed to be nursed by the supervisors. Each ministry and Collectorates could create a training cell for maintaining a coordinating link between training institutes and the Ministry of Establishment. Mid-level officials holding supervisory positions could be imparted intensive supervisory training for developing their professional competence. BPATC might take initiative for evolving course of this sort. The process of implementation of OJT might be periodically reviewed by a committee of experts constituted by the Ministry of Establishment. The existing ACR form might be redesigned so as to incorporate a separate column indicating a degree of interest shown by the supervisors in mentoring their subordinates. Cadre-based supervisors' handbook/manual for OJT should be prepared and be periodically updated by the experts. BPATC might provide consultancy services in this regard. The Regional Public Administration Training Centres (RPATC) and District Staff Training Institutes (DSTI) could be developed as documentation centres with relevant training materials. The Ministry of Establishment could prepare and circulate a coherent set of guidelines to all the ministries and collectorates so that the OJT programmes could be conducted systematically.

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A Study on Delay in Implementation of Development Projects

Key Words: Delay; development projects; implementation

Background: Projects are centerpieces of development plans. Objectives of a plan get reflected in projects, so achievement of planned targets rest heavily on successful and timely completion of projects. Generally, a project passes through a cycle involving different stages including implementation. This study attempted at delineating some of the crucial factors which hinder the implementation process of development projects in Bangladesh. The main objectives of the study were to: identify nature and causes of delays in implementation of development projects; synthesise the implementation experience of the projects and propose remedial measures to minimise delay.

Methodology: Three projects were singled out for in-depth study and they were (i) 19 Upazila Health Complex (ii) Dairy and Cattle Breeding Farm, Faridpur and (iii) Atomic Energy Research Institute at Savar. The projects were chosen on purposive sampling. Both primary and secondary data were used for analysis of data of implementation of the projects. Sponsoring bodies and coordinating agencies outlined the implementation experience of the three projects.

Findings: The study found that the project '19 Upazila Health Complex' consisted of 19 sub-projects where all the items of one sub-project were replicated with slight variations in other sub-projects. But implementation experience at each Upazila depicted some common features typical of LDCs. At Raninagar, for example, implementation suffered due to non-availability of bricks; at Turail work was suspended for a long time due to negligence of the contractor; at Belkuchi flood hampered progress; at Tarash alternate site had to be chosen and so on. Along with that it took ten months to select consultants and the consultants took two years to complete preconstruction activities. The other major problems encountered in the implementation of the project were relating to acquisition of land and site selection, delays in issuance of work orders, difficulties in transportation, delay in delivery of site, electric connection and water supply, etc. The project, 'Dairy and Cattle Breeding Farm' was conceived as a miniature replication of the Dairy Farm at Savar, Dhaka. The major problem that was observed in implementation of this project was delay in the acquisition of land. The other reasons for delays in the project implementation included faculty design of the project, delayed release of funds. The third project 'the Atomic Energy Research Institute' was designed mainly for undertaking research and development activities in nuclear science and technology especially for its peaceful use in agriculture, medical science and industry. Smooth implementation suffered heavily owing to over-ambitious design, frequent revisions of the project, lack of skilled manpower in formulating and implementing project, delays in customs clearance of equipment, etc.

Recommendations: The study recommended that for smooth functioning of project implementation it was imperative at the preparation stage of the project to clearly outline the critical tasks of the projects and enumerate the various activities in a sequence so that project implementation office (PIO) could foresee the consequences of delay. Besides, major item-wise schedule of physical work, bar diagram for small projects and network analysis in the case of large projects might alleviate major drawbacks in the implementation stage. Other suggested measures included training in project management for officials who were responsible for initiation of the projects, appointment of planning and design consultants for simple projects, avoid imposition of too many preconditions of credit effectiveness on the part of the government, and providing Project Implementation Officer with adequate financial and administrative authority.

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Public Administration Computer Centre: A Case Study

Key Words: Computer system; confinement; underutilised

Background: Application of computer technology in economic and social activities has brought about significant changes in life styles of human society. It had changed the work environment beyond imagination. It saved incredible amount of time and effort accomplishing complex tedious calculation in few minutes. In future its application would continue to increase and influence many more aspects of our life. The study was undertaken to help the Ministry of Establishment assess the extent of achievement of the projected goals of the Public Administration Computer Centre (PACC) and at the same time provide guidelines to other organisations in establishment of their future computer systems. Its main objectives were to determine the extent of achievement of the objectives of the system of PACC, determine the extent of its utilisation, determine the adequacy of the system and ascertain need for upgradation of the system to meet the demands of its clientele.

Methodology: Necessary information for the study was collected from primary and secondary sources. Primary information was collected through questionnaire applying direct interviewing. Key informants were selected from direct users (system personnel), output users or beneficiaries and expected output users and computer experts. Sources of secondary information were project proposals, World Bank Staff Appraisal Report (SAR), project documents, government rules and regulations, available hardware and software related literature and other documents. Collected data was processed manually and descriptive analysis was adopted for preparation of this study.

Findings: It was found from the study that the approved original project proforma (PP) elaborated functions of PACC much beyond the ones envisaged in the World Bank Staff Appraisal Report. Later on its functions was narrowed down from the original objectives stated in the PP to confirm with the allocated business of the Ministry of Establishment. However, the potential users of PACC outputs were generally unaware of the extent of assistance they might get from the computer system in the discharge of their day to day activities. This was reflected in their perceptions of the outputs desired by them as well as in the amount of actual service they were receiving from the system. The computational capacity of PACC was largely underutilised due to confinement of the outputs within a few listings based on Personal Data Sheet of the officers belonging to BCS (Admn.), BCS (Sectt.) and erstwhile SSP cadres.

Recommendations: All capacities of PACC in respect of disk storage, connectivity of terminals etc. were to be utilised optimally by extending computerisation to new areas of Ministry of Establishment's functions. After sales services performance must be improved to achieve benefit of maximum utilisation of the system. Machines should run at least in two shifts to cope with the potential workload in the event of extension of computerisation to the

other day to day activities. There should be an arrangement for extensive training for systems analysts and programmers at home and abroad. Programming language of 3.G.L. should be used side by side with package programme to cater to the day to day needs of computer outputs. Integrated systems of Personnel Management Information System (PMIS) and accounting in data-base idea should be adopted to accomplish the appropriate system of PACC. Regular appreciation course should be held in PACC and BPATC for arousing awareness among all levels of employees of government and semi-government organisations in order to facilitate implementation of public sector computerisation projects. Continuous efforts should be made to identify new fields of computer application within the prescribed functions of Ministry of Establishment and design system for those functions. Furthermore, enhancement of computer capacities in the Ministry of Establishment should be undertaken after full utilisation of potential capacities of the present system.

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Delegation of Authority to Public Enterprises in Bangladesh: A Case Study of Bangladesh Steel and Engineering Corporation

Key Words: Delegation of power; public enterprises; improvement

Background: Public enterprises played an important role in the economic development of most of the LDCs. Originating partly from colonial heritage and partly from historical necessities, the dimensions of public enterprises in Bangladesh owed largely to ideologies of the state and development policy of the successive governments. Lack of adequate delegation of authority both administrative and financial was viewed to be one of the major reasons for poor performances of the public enterprises. This case study was based on the hypothesis that the performance of public enterprise was being adversely affected for lack of adequate decision-making authority. The objectives of this study were: to identify the relationship between ministries and public sector corporations in order to discover as to how far authority delegated to the corporation was being exercised by them; to find out the reasons for any gaps between theory and practice of delegation of authority and its implications; and to identify the areas where further delegation of authority was needed for smooth conduct of business of a corporation.

Methodology: Out of 50 public sector corporations existing in Bangladesh, Bangladesh Steel and Engineering Corporation (BSEC) was studied and analysed. Since procurement of raw materials, spare parts, etc. was one of the most important functions of BSEC, the study focused on procurement from abroad. The study confined with the procurement made by BSEC and procurement made with the approval of the Ministry of Industry. The first case was selected on random sampling, while the second one was selected purposively. Both cases that were related to Financial Year 1986-87, was the latest year with respect to which information on procurement was available. In addition, the researchers interviewed selected personnel and studied respective records, rules, regulations, reports, etc. to meet the desired ends of the research.

Findings: Issues identified in the study included – (i) lack of adequate delegation of financial power at the appropriate level: delegation of financial powers to enterprises for import of raw materials was limited e.g. up to Tk. 2 crores; beyond this financial limit, Corporation undertook procurement function for the enterprises places under them. In such cases, it was evident that it took more than a month to take a decision on procurement; (ii) according to the Cabinet Division procurement agencies of the government/autonomous bodies would have to first obtain the right of refusal system (ROR) from the Ministry of Industries before they place orders for their requirements with the foreign suppliers. This system was meant to act as a check on the use of imported materials when local products could meet the requirements. However, the study observed that this system, itself was confusing and added to delays (iii) lengthy and cumbersome procurement procedures also added to the problems as analysis of the cases revealed that BSEC followed the Manual of Purchase Procedure (Part – I & II) which contained eight stages that involved a lot of time in decision making process; (iv) the study revealed that sometimes undue external pressure also created procurement

delays; and (v) cumbersome control mechanisms of foreign exchange further delayed the procurement system.

Recommendations: The study recommended that (i) for the sake of economic and timely purchase, corporations should be delegated adequate financial authority so that they could purchase according to their needs. This financial power should be revised from time to time considering the price position of materials in the international market; (ii) the ROR needed to be rationalised. There should be specific list of items requiring ROR. Both procurement proposal and ROR might be handled simultaneously. Since almost entire raw materials of Steel and Engineering sector had to be imported, the system of ROR became redundant, so at least for this case ROR might be abolished; (iii) procurement procedures needed to be simplified so that the public enterprises could take full advantage of the international market in matters of procurement by making need based purchase; (iv) in order to enable the public enterprises to import from the competitive and cheapest source, attempts should be to make available sufficient foreign exchange to them in time; and (v) performance contracting might be applied to resolve the conflict between the public enterprises and the government.

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Upazila System and Agricultural Development in Bangladesh: A Study of Dhamrai Upazila

Key Words: Upazila system, agricultural development.

Background: With the introduction of Upazila system in 1982, an expectation was raised that it would accelerate agricultural development by the agricultural extension staff and there would more investment in the section. But it did not make the expected development due to some operational problems. This study aimed to: (i) describe the procedure for preparation of Upazila agricultural development plan in the selected Upazila; (ii) review the allocation and utilisation of public sector funds in agricultural development activities in that Upazila; (iii) determine the progress of agricultural development there under the Upazila system; and (iv) identify constraints to management of agricultural development programs in the selected Upazila.

Methodology: The study was conducted in the mode of a case study by selecting and studying the activities relating to agricultural development of a particular Upazila- Dhamrai, under Dhaka district. Primary data was collected by field visits, interviews with the personnel responsible for planning and implementation of development projects, discussions with 94 Foundation Course Trainees (Upazila Agriculture Officers) at Central Extension Resources Development Institute. Secondary data was collected from relevant government documents, reports, journal articles and books.

Findings: Issues that emerged from the study included declining allocation to agricultural sector, emphasis on physical infrastructure as visible symbols of development, neglect of forestry sub-sector, intake of too many projects, declining trend of agricultural credit disbursement and recovery, coordination gaps between agricultural extension service and Bangladesh Agricultural Development Corporation (BADC), coordination of agricultural activities at the Upazila level, ineffectiveness of the relevant committees, information gap, etc. which hampered agricultural development.

Recommendations: The study recommended that both national government and Upazila Parishad investment in agriculture should be increased. Investment in physical infrastructure should be based on local needs rather than visible symbol for the hope of re-election. Moreover, allocation should be distributed rationally among the Unions under the Upazila without political considerations. Number of agricultural development projects should be undertaken in line with the funds provided by the government and Upazila Parishad. Steps should be undertaken to streamline the declining trends of agricultural credit disbursement and recovery. Coordination gaps between agricultural extension service and BADC could be minimised. Coordination among agricultural activities at the Upazila level could be strengthened. The committees formed for agricultural development at the Upazila should be

made more effective. Information containing government orders, circulars etc. received by the Upazila Parishad Chairman and Upazila Nirbahi Officer should be disseminated among the officials working at the field.

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An Opinion Survey on the Personnel Transfer System in Upazila Administration.

Key Words: Personnel transfer; Upazila administration; transfer cost

Background: Modern personnel management recognises transfer of personnel as a strategy to make appropriate adjustments and readjustments of human resources within an organisation. This study was undertaken to determine impact of personnel transfer on Annual Development Programme (ADP) financed development projects, administration, judicial and other activities; to assess social and psychological conditions of the transferred and other related persons; determine transfer costs both at governmental and personal levels, and finally to propose solutions as deemed necessary.

Methodology: Both primary and secondary sources were explored for collecting data for the study. The main thrust of the study was clustered around officers of the salary scale Taka 1650.00 and above deputed to the Upazila Parishad. To unveil the reactions of the superiors and also subordinates two separate questionnaires were prepared and to consider the data pertaining to personnel transfer policy, its operation, transfer costs another separate questionnaire was prepared to collect information.

Findings: The study found personnel transfer had negative correlation with Upazila activities with more frequent transfers further deteriorating condition of the Upazila. The overall opinion of the respondents reflected unfavourable notion about personnel transfer and its effect on Upazila activities. Development projects constituted the highest negative impacts, while the transferred employees and supervisors' opinions seemed to be very closer while subordinate's reactions were a little bit higher. This might resulted because of subordinate's lower background and experience and their easy susceptibility to environment. The comparative performance results showed no basic difference. The deviation was only 3.48 percent in between the preceeding and the succeeding officers. In performance appraisal there was always some inherent defects, therefore a minor allowance could be given in this case. This change therefore, was not worthy for recounting. Transfer on personal request was higher in town and town-adjointing areas which confirmed transferees' inclination to town and its adjacent locations. Though present personnel transfer orders of the government warranted personnel transfer be scheduled every three years excepts Hill districts, the research result did not conform to the government policy. However, positive impacts of transfer in all the cases were negligible and it was not proved to be cost-effective.

Recommendations: Recommendations of the study included in-depth follow-up studies of the respondents own views; formulation of separate personnel transfer policy for different cadres; providing with sufficient government allowance for transfers; more humanistic approach in management of personnel transfer; updating of personnel transfer inventory and

if possible computerisation. Suggested measures among others rested on the proposal that there should not be any rigidity in transferring an officer to his own location. Rather the officer should be encouraged to work in his own Upazila /District. The personnel transfer policy to post the working husband and working wife at same location was highly recommended by the researcher. These steps would help all administrators to recognise personnel transfer as a more effective tool of management to improve work environments, individual skills and efficiency, job satisfaction, etc.

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A Study of Regional Public Administration Training Centre (RPATC) Project

Key Words: RPATC; status of training; policy intervention

Background: Regional Public Administration Training Centres (RPATCs) were created to remove inadequacies of staff training and improve both qualitative and quantitative aspects of such training. This study was undertaken to evaluate the project and examine some of the issues that emerged out of the then status of staff training which called for policy intervention. Its main objectives were: to examine whether the stated project goals and objectives have been achieved; identify the problems encountered during project implementation; and delineate some of the issues that involved policy options; and actions that might be taken by the staff training management in pursuance of those issues.

Methodology: This study was mainly based on secondary data available from project documents. The major portion of the information were culled from Project Proforma (PP) of RPATCs, World Bank Staff Appraisal Report, IDA supervision mission reports, project status reports, annual reports, proceedings of coordination meetings, inspection notes, etc. In addition, interviews with the project personnel and trainers were arranged for obtaining necessary information and their judgment on the goal attainment of the project. Structured questionnaires were also used to collect information from trainers and project officials of RPATCs.

Findings: The study found that project implementation was delayed for reasons beyond the control of the project management and the PP of the project had to be revised to create physical facilities at the NILG premises where RPATC, Dhaka was shifted. If initiatives were taken in time by those in charge, the design of RPATC, Dhaka could have been improved to better suit its requirements. The project took no note of the need for residential accommodation of the staff. RPATCs had lesser number of faculty members than that of former STIs and RSTIs and its status was considered lower in view of their responsibilities. Thus the officers entrusted with RPATCs needed more delegation of administrative, managerial and financial authority. There was lack of conceptual clarity about the role of RPATCs, as to many it was not clear whether RPATC was a sub-unit of BPATC only for staff training or a full fledged regional centre. The recruitment system of trainees was not effective and the training curriculum designed till then was not up to the mark that could meet the needs of the time. Even the RPATCs had little or no institutional arrangements for updating their curricula. RPATCs did not organise TOT course; did not have any involvement with any research or publication activities. There were ample scope for innovation in the evaluation system and there was low demand for the training programmes being conducted by RPATCs.

Recommendations: The study suggested that the PP of the project had to be revised to create physical facilities at the NILG premises where RPATC, Dhaka was shifted. The design of this RPATC could be improved to better suit its requirements. A portion of the unspent fund

could be directed toward construction of residential flats for the staff which would have benefit the trainers as well as the trainees. Provision of training allowances could be made in the revenue budget of RPATCs well ahead of project terminal date. RPATCs have to be provided with more qualified trainers to enable them to achieve their goals. It could be examined if the RPATCs could be run with more autonomy so that the chief executive could manage them without hindrance from the top. The study further opined that redefining the concepts and goals of RPATCs might help their institutional development. The situation of RPATCs might improve if the divisional and district level officials were involved in matters of staff recruitment and placement for training. Present curricula of RPATCs should be updated according to the need of the clientele. RPATCs ought to organise TOT courses for the supervisors on OJT (On-The-Job Training). Steps could be taken to innovate a better and more relevant evaluation system. It was desirable that RPATCs could jointly publish a journal preferably in Bangla. Causes behind inadequate number of trainees should be identified by the Ministry of Establishment on a priority basis.

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Curriculum Development and Training Needs Assessment of Class-II Gazetted Officers
দ্বিতীয় শ্রেণীর কর্মকর্তাদের প্রশিক্ষণ চাহিদা নিরূপণ ও পাঠ্যসূচী উন্নয়নঃ একটি সমীক্ষা

Key Words: Training curricula; effectiveness; performance evaluation

Background: Training is recognised as an important tool for developing skills of employees. A huge number of Class – II employees are working in different public and private organisations and are contributing much to the developmental activities of the country. The study was aimed at examining the training curricula formulated for Class-II officers engaged in government administration. It tried to find out the strong and weak aspects of the curricula, its effectiveness and finally to come up with suggestions as to how to make a need-based and well-knitted curriculum for them.

Methodology: The study was based on primary sources of information. Information was collected through administering questionnaire to three types of respondents selected earlier. And they were Class –II officers; their controlling officers and then their trainers. In selecting respondents non-proportionate stratified random sampling and purposive selection methods were followed. Information was collected from 62 respondents and then analysed using recognised statistical methods.

Findings: It was found from the research that 76 percent out of the total respondents have participated in those courses at least once. Amongst them 16.67 percent opined that lessons learned from those courses had little effect on their day to day business at office; while 33.33 percent opined training was considerably effective and 50 percent respondents termed it as largely effective, i.e., the courses were effective according to more than 80 percent respondents. Most of respondents were in favor of exclusion of 'Bureaucracy' and 'Grameen Bank' modules from the respective course curricula; on the other hand, they opined in favor of inclusion of decision-making, performance evaluation and promotion prospects, resource mobilisation, procedural aspects of taking evidence in investigation, etc in the curriculum.

Recommendations: The study suggested that 'Amlatantra' and 'Grameen Bank' should be deleted from the course modules of Short Course on Development and Administration; rather, the aims and techniques; organisation building, decision making process, performance appraisal system and promotion should be incorporated. Moreover, an extra module should be added to the course contents covering topics of 'efficiency in disaster management' and 'resource mobilisation for development'. In the contents of Conduct and Discipline course 'legal responsibilities of government employees' should be incorporated and in Financial Management Course – pension rules, procedures of making advances, charge allowance rules and festival allowance rules should be added. Furthermore, duration of some courses should be extended.

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Assessment of Training Needs of Class-III employees: A Case Study

Keywords: Training needs, class-III employees

Background: About 55 percent of the employees of the Government of Bangladesh are in the category of Class- III and they play a vital role in the efficient functioning of the government. This calls for proper training of the Class III employees so that they could efficiently perform their responsibilities. In this case study an attempt was made to assess the needs of training for Class-III employees. But due to their large size and variety of functions performed by them, this study was limited to an assessment of training needs of those Class-III employees who performed only clerical jobs. The objectives of the study were to: identify the jobs performed by Class III employees; see if they were adequately educated and trained to perform their job; trace out if they had attitude to perform their jobs up to the standard; discover whether their working environment was conducive to the maintainance of employees' morale and achievement of organisational goals; and to find out if the training curricula of the RPATCs matched the training needs of Class III employees performing clerical jobs.

Methodology: Primary data was collected through administering questionnaire and secondary data were collected from relevant books and documents. To get the primary data two sets of questionnaires were administered – one to 110 Class III employees the other to their 40 supervisors in some ministries, divisions, one collectorate, some departments and corporations and some offices at the Upazila level.

Findings: This study found that according to the supervisors the performance of the Class III employees was almost satisfactory. The supervisors, however, identified some reasons for poor performance of the employees which included lack of proper training, deficiency in moral values, lack of proper working environment, motivation, proper education and positive attitude. The study further observed that educational background of Class III employees might be satisfactory because the clerical work required them to perform mostly routine jobs which did not require high academic background. It was found that about 59 percent Class III employees had got more than 10 years of experience that seemed satisfactory. Employees and supervisors both mentioned training on as many as 82 jobs/tasks. The study indicated that all respondents had positive feelings towards training and had emphasised on the necessity of post-training which should be residential. They further viewed that training was conducive for economic development of the country. It was also found that only 35.5 percent respondents were satisfied with their jobs because of security, acute unemployment, career prospects and other social and psychological factors. On the other hand, 64.5 percent were dissatisfied with their jobs due to lack of promotion, poor salary, lack of incentives and job insecurity. Supervisors viewed that training and financial incentive would motivate the Class III employees to perform better.

Recommendations: The study recommended that as many as 85 topics were to be proposed under 7 training modules. To accommodate those 85 topics, the training programme should be of at least 5-6 weeks duration with provisions for 4 sessions per day. The location of training could be dispersed in district headquarters which would not only be cost-effective but also provide quicker response to training needs. The research results suggested substantial need for training of Class-III employees on the operation of modern office equipment. For effective training hostel accommodation was essential which would enhance opportunity to employee more time and energy in reading. Further, it was suggested that promotion policy should incorporate provisions to recognise training as a precondition for promotion to motivate undertaking training. Furthermore, emphasis should be given on post entry training.

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Curriculum Development and Training Needs Assessment of Class IV Employees

চতুর্থ শ্রেণীর কর্মচারীদের প্রশিক্ষণ চাহিদা নিরূপণ ও পাঠ্যসূচী উন্নয়ন

Keywords: Curriculum development; training needs; class-IV employees

Background: As such enhancement of efficiency in administration is considered as a precondition for success of any development effort of the country, administrative efficiency has become a central theme among government planners, development administration, foreign donor agencies and NGOs. As the question of efficiency development of Class IV employees of the government was never considered with much importance, the objectives of the study were to: (i) observe and analyse the existing levels of knowledge, skills and behaviour of Class IV employees; (ii) identify the problems they were facing; (iii) assess the level of education, skills and changing behaviour required for performing their duties; (iv) review the work environment of offices and its impact on their duties; and (v) formulate training curricula along with some reading materials.

Methodology: To collect data for the study questionnaires were distributed among 208 Class-IV employees of 69 different organisations, namely, government bodies, NGOs, nationalised banks, non-government banks and university to have an idea about the necessary skills and knowledge in carrying out their duties and responsibilities. Besides, information regarding educational qualification, social status, job description, skills and knowledge in work, necessity of training, curiosity and satisfaction of the employees were collected.

Findings: This study revealed that Class-IV employees were inseparable part of administration and it was not possible to develop administration without their improvement. But in the past, no one ever thought about improving their knowledge and skills, though employers were always dissatisfied with their poor performance. Class IV employees generally performed less important duties and they did not have any role in decision making regarding achievement of the goal of the organisation though they played significant role in implementation of those decisions. There was no specific level of educational qualification required for Class IV posts though special skills were necessary in some cases. They had very little promotional scope in service. Most of them were not well informed about their job description and in most cases not aware of the mission, goals and objectives of their organisations. Most of them were used to serve their supervisor's personal necessities and whims. The study also revealed that most of the Class IV employees were not aware of their service conditions and facilities available to them. They thought that training opportunities could help them to perform better though there was hardly any scope for training. Most of the supervisors were found dissatisfied with their performance because they did not have proper knowledge and understanding and their behaviour was not up to the mark.

Recommendations: This study recommended: considering Class IV employees as an inseparable part of any organisation and they should be given institutional training for enhancement of their skills. This training could be more fruitful if it was arranged immediately after their recruitment. Regional training centres should be established at district

level to impart training to the Class IV as well as Class III employees. Contents of the existing courses of RPATCs should be revised. Duties of waiters could be included in the job description of the Class IV (peon) employees of government organisations. Training period should not exceed 10-15 days and there should be promotion prospects for the Class-IV employees with required educational qualification.

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Training Needs Assessment and Curriculum Development for the Bench Clerks

Key Words: training needs, curriculum, Bench Clerks

Background: Efficient and dynamic public administration system has no alternative for ensuring rapid socio-economic development of a country. However, in Bangladesh, there is a general consensus that public administration activities are slow in delivering services. Criminal administration is not an exception to the overall picture. The purpose of this study was to assess the training needs of the Bench Clerks of the criminal courts and to prepare a curriculum for this training. Keeping in mind the clientele of the Bench Assistants training programmes of the Regional Public Administration Training Centres (RPATCs), this case study on 'needs assessment' confined itself only to the courts of Metropolitan Magistrates, courts of Additional District Magistrates and courts of Upazila Magistrates.

Methodology: For this study, a combination of organisational audit, surveys and interviews, literature review and conversation with the resource persons were used. On the basis of existing professional literature, the researchers set the standard job requirements for the Bench Clerks. Actual performance level of the working Bench Clerks was determined through surveys, inspection reports of the district magistrates and through observation. Training needs of the Bench Clerks were conceptualised, determined and assessed at four different levels-(a) social needs (b) organisational needs (c) job requirements and job variations, and (d) individual requirements.

Findings: The researchers found the present curriculum followed by the RPATCs for training the Bench Clerks to be useful to some extent but incoherent and incomplete. The areas in which serious deficiencies of knowledge, skills and attitude existed among the Bench Clerks were- (a) file and register management (b) daily routine works (c) relevant legal knowledge (d) office management and (e) social responsibilities.

Recommendations: On the basis of the research findings, the researchers developed a curriculum for training the Bench Clerks with detailed break-up of training objectives, topics of different sessions and training methodologies. The researchers strongly advocated immediate introduction of the suggested curriculum in the Bench Assistant Training Programmes conducted by RPATCs. The proposed curriculum covered five modules which included major issues such as social responsibilities of the Bench Clerks, daily routine works, filing of different cases and related registers, registers related to under trial and disposal of cases, other registers related to trial, file/books and registers related to administration, rules and procedures for sending files and registers to the record room, some important concepts of Penal Code, some important sections of Evidence Act for the Bench Clerks, related sections of Stamp Act, procedures of mobile court and some Minor Acts, role of the court police, general administration, etc. The proposed course comprised of 45 sessions with duration of 21 days.

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An Evaluation of the Training Programme for the Class-II Government Official

Keyword: Training; evaluation; Class-II government official

Background: The training of Class II officers is a matter of recent origin. In the then East Pakistan, efforts were made in the sixties to provide some sort of training to them and the Staff Training Institute (STI) established in 1963 was devoted to train the Class II officers. Later on, in 1984 the STI was renamed as Regional Public Administration Training Centre (RPATC). The purpose of this study was first to make a review of training programmes for Class-II officers conducted by the RPATCs and second, to assess the impact and effect of training on the performances of the trainees.

Methodology: The scope of the study was limited to a few issues of major concern and concentrated only on the evaluation of the training programmes of Class-II employees run by the RPATCs. The total number of the respondents covered in this study was 156, which included trained/trainee Class-II officers, head of training centers, non trained Class-II officers, monitoring authority and supervisors. Four divisional headquarters were purposively selected as the hub of data collection activities. This study emphasised on the evaluation of course contents, course curricula, course management aspects, speakers' performance, physical facilities and methodologies adopted in achieving course objectives.

Findings: The study revealed that training for Class II government officials was highly centralised and concentrated at the divisional headquarters which had limited access as well as coverage. Training for Class II officers was offered in courses which were participated by officers of diverse functional areas with widely differing training requirements that reduced the relevance of the courses. Some of the nominated officers failed to participate in the training programmes because of absence of substitutes to take up their workload during their absence in training, lack of effective communication and absence of a system of reward and punishment related to training. The study further observed that there was no arrangement for On-the-Job Training for Class II officials. They obtained training only from institutional sources with limited capacities. Moreover, training programmes were predominantly theoretical in content and lecture oriented in technique. The guest speakers constituted a sizable percentage of speakers/facilitators. Furthermore, the training resources and capabilities of the regional centres for training of those officials remained underutilised. Handouts were mostly inadequate in supply and low in quality. Training might have same impact in terms of change in attitude. Training was useful in service life for improvement of quality of performance but it was not related to career in terms of promotion prospects. The RPATCs did not have enough staff to appraise training requirements, assess training needs, evaluate training and post-training performance of the trainee officials. There were few recreational facilities and outdoor game facilities were absent.

Recommendations: The study recommended that to train Class II officials it was necessary to decentralise training arrangements and extend them up to Upazila level. For this purpose training centres might be established at district and Upazila levels. Emphasis should be given for organising courses for functionally homogenous group of trainees. Designing training programmes should be a continuous process which included, among others, updating of course contents, improving quality of trainers and deciding on appropriate methods, techniques, materials, etc. Since the institutional sources for training was scanty, there should be arrangements for on- the- job training for the Class-II officials. To get the best output of a training program incentive package should be designed in terms of better facilities, future posting and promotion. The RPATCs should carry out a study of training needs and resources in the respective region so that the training programmes could be organised locally at the Zila or Upazila level. The evaluation system should be modified in such a way that the results of the course evaluation could be related to evaluation of the post-training performance. Adequate recreation facilities should be provided at the RPATCs and libraries should be kept open at late hours for the trainees. To solve the problem of regular food supply, the RPATCs might have cafeteria arrangements on sub-contract. The RPATCs should be equipped with sufficient number of personnel for programming, research and evaluation. Finally, the RPATCs should be brought under information network which might extend up to Upazila level down the line and the BPATC at the top. Computerisation of RPATCs would be necessary for this purpose.

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Evaluation System of Training Programs for Class-III & IV Employees: A Study

Key Words: Evaluation system; training programmes; class-III & IV employees

Background: Evaluation of any training programme provide information as to whether the training programmes were being implemented properly and effectively. It could also give the information regarding extent of outcomes achieved through training. Evaluation provide information to the trainees, trainers, supervisors about their accomplishments, achievements and performances. This study was an attempt to analyse the existing evaluation system of training programmes for class III and IV employees conducted by the RPATCs. Examine the effectiveness of on-the-training evaluation; suggest alternative for improving the existing system of on-the-training evaluation; explore the possibility of introducing post-training evaluation; and highlight other issues relating to curriculum evaluation so as to make evaluation system of training programmes for Class III and IV employees more systematic, realistic and effective.

Methodology: Necessary data for the study were collected from both primary and secondary sources. Primary data were collected through specific questionnaires by directly interviewing the persons concerned. A total of 153 officials were interviewed. Secondary data was collected from relevant documents and reports of BPATC and RPATCs. Moreover, relevant government documents from the IT section of the Ministry of Establishment and related journals, articles and books were also consulted.

Findings: The study revealed that RPATCs conducted 16 different types of training courses for class III and IV employees in two-way evaluation process existed for the purpose of evaluation in these courses. The participants were being evaluated by the authority through written examination, exercises, group discussion practical/speed test, observation of overall conduct and class attendance. Participants also evaluated speakers, course contents and other aspects of training. It was found that the existing system of evaluation contained remarkable quantum of lacking and inadequacies. Furthermore, irrelevant and low quality questions were being set for written examinations and there was ample scope of unfair means and copying in the examination. The group discussion, exercises and practical tests were not properly supervised. The total marks for evaluation was not found suitable for appropriate percentage calculation and ranking. Only a single set of end-of-course evaluation form was used for each of the 16 different types of training courses conducted. The speakers were not evaluated instantly just at the end of session rather at the end of the course. Moreover, the evaluation form itself and its ingredients were defective, inadequate and inconsistent.

Recommendations: The study recommended that total marks for evaluation should be 200 for each of the courses with a specific course-wise distribution of marks for each of the methods of evaluation. Three different sets of end-of-course evaluation forms should be designed for knowledge-oriented, semi-skill oriented and skill oriented courses. Besides, post training evaluation should be introduced along with improvement of on-the-training evaluation.

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Curriculum Development and Training Needs Assessment of Financial Management Course for Class-III Employees

তৃতীয় শ্রেণীর কর্মচারীদের আর্থ-ব্যবস্থাপনা বিষয়ক প্রশিক্ষণ চাহিদা নিরূপন ও পাঠ্যসূচী উন্নয়ন

Key words: Curriculum development; needs assessment; financial management; class-III employees;

Background: The Class III employees constitute almost 54.76 percent of about 10.3 lakhs employees of the Republic of Bangladesh. They are the frontline service/information provider to the people. Moreover, their primary responsibilities are to assist supervisors with necessary information, rules, regulations, procedures etc. Proper maintainance of office records greatly depend on them. As such, it is very much essential to develop them into an efficient workforce required for an efficient organisation. The objectives of this study were to - collect information about necessary training demands of Class-III employees for financial management; review the existing training program; and collect opinion of the trainers about their training needs and to identify the deficiencies in financial rules of different categories of Class III employees.

Methodology: The study collected data and information from 235 personnel of government and non-government organisations, different regional and divisional officers and employees. Information was collected through administering three sets of questionnaires which covered information regarding educational qualification, job recruitment information, office environment, curiosity of receiving training, etc. Secondary sources were also reviewed to make a conceptual framework for the study.

Findings: The study revealed that the existing training-course about financial management was based on theoretical concepts and did not emphasise practical work and case study. The duration of the said course was found insufficient. Most of the books used during the training course were written in English and hardly understood by the participants. Respondents viewed that there were inadequacy in books related to financial rules and regulations and dissemination of government orders were found to be very poor. The study identified that the Class III employees were lacking knowledge in even basic financial rules and regulations. All employees and supervisors considered financial management training as very much essential. Moreover, number of financial management training courses were found inadequate in comparison to the huge number of Class III employees of the government. Most of the supervisors opined that it was not possible to conduct on-the-job training and put forward suggestions for institutional training. The study further observed that there was no provision of training allowance which itself discouraging for the employees to attend training courses.

Recommendations: The study recommended that the existing course duration (2 weeks) should be of at least 3 weeks. In training contents there should be exercise sessions along with theoretical discussions. The rules, regulations, circulars, orders should be disseminated

downward quickly on regular basis. As such, a financial manual should be published containing all relevant financial matters like the Establishment Manual. Books on relevant financial rules should be translated into Bangla. The employees who were engaged in financial management should be nominated on priority basis. To train maximum number of employees more regional public administration training centres should be established. The existing number of financial management course conducted by RPATCs should be doubled. Provision of training allowance could be made to make the course attractive. Results of training should be reflected in the ACR. The number of faculty members of RPATCs should be increased with provisions of advanced training.

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On-the-Job Training Needs Assessment for Class-II Level Officers: The Case Study of Administrative Officers of the District Collectorates

Key Words: OJT; training needs assessment; administrative officers

Background: On-the-Job Training (OJT) received increased attention of governments in recent times and is practised by both public and private organisations mainly for two reasons – time-saving and cost-saving. Organisations with resource constraints might not always afford to get their support staff trained institutionally. This broad objective of the study was to assess the OJT needs of Administrative Officers (AO) of the Collectorates who held Class II status. Specific objectives were to explore the concepts of OJT for appreciation of its ideal meaning and application; to prepare a skill inventory of AOs' functions and responsibilities; to identify the perceived need of AOs that could be met by OJT; to study the current practices of OJT in the Collectorates; and to identify the constraints of OJT needs assessment process and OJT management and to suggest measures to reduce them.

Methodology: Samples of 16 AOs, 16 Additional Deputy Commissioners (ADCs) and 32 Section Assistants were singled out randomly to ensure representation from administrative divisions of Bangladesh. Both formal and informal interviews were conducted and 3 separate sets of structured questionnaires administered to AOs, ADCs and AO's assistants to elicit needs or deficiency data from the targeted support staff. On the basis of literature review and pretest of questionnaires a conceptual framework was drawn up. From the perception and expression of respondents- AO themselves, their supervisors, ADCs and AO's subordinate assistants and comparison with skills inventory, OJT needs of AOs were then identified.

Findings: The study revealed that as the only Class II officials in the Collectorate, AOs were very busy employees and often not spared for undergoing institutional training (IT) in the designated institute. As such, Collectorates had to rely mostly on OJT to teach the AOs 'tricks of trade'. The AOs despite their need and willingness, could not take part in IT as it was time-consuming. Again, AOs who were to perform a set of critical tasks and responsibilities could not operate simply on common sense or advice borrowed sporadically from their peers and superiors. On analysis of the assessed OJT needs of AOs a modular curriculum was designed that could be commonly used for conducting programmed OJT for the AOs at the Collectorates. The programmed OJT was proposed to be designed in 4 distinct but inter-related modules: administrative management, financial management, personnel management and on-the-job training techniques. The broad objectives of those modules were to enable the incumbents effectively perform their administrative, supervisory and instructional duties.

Recommendations: The study suggested that for OJT supervisors of AOs should develop their instructional competence. The study observed that for effective implementation of OJT the following factors, namely developing competence level of supervisors (ADCs), provision of training facilities at the Collectorates, creation of a healthy work environment, and

introduction of intense OJT-based TOT course for supervisors – must be kept in consideration. Only then the efficacy of both AOs and ADCs could be enhanced.

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Training Needs Identification for Training of Trainers

Key words: training needs assessment, trainers

Background: An efficient administrative mechanism is an essential ingredient for socio-economic development of any country. There is demand for trained and efficient mechanism to be in place of routine-bound and inadequately trained public service in Bangladesh. The study was an attempt to identify the training needs of the training of trainers. The objectives of the study were to- identify the way of conducting training programmes at BPATC/RPATCs; find out how the training objectives were set; how the quality of trainers were judged; to examine whether the existing process for developing training were adequate; and to identify the implications of training.

Methodology: This study was primarily based on sample survey through questionnaire undertaken at different training institutes. A total of 100 questionnaires were given to 100 personnel of different leading and reputed training institutes who had either participated at the Training of Trainers (TOT) courses or were acquainted with the TOT courses. Out of those 100 personnel 75 responded from 24 different training institutes. Among the other methods/technique adopted for this study were interviews and literature survey.

Findings: The study revealed that the absence of a national training policy and lack of qualified trainers were the major operational weaknesses of most training institutions and training programmes. It was found that existing objectives of various training courses were not properly formulated. The study also observed that the trainers had the opportunity to contribute in policy formulation and programme implementation in their own organisations. Sixty-one percent of the respondents opined that no specific policy was pursued in their institutes to improve the qualities of trainers. Trainers were ordinarily engaged in different training institutions for execution of various training programmes but very few institutes conducted TOT. The study identified required qualities of a trainer which included – perseverance, willingness to learn, pleasing personality, foresightness, quality of coordination, friendly attitude and firmness. Majority of the respondents favoured foreign training and alternatively BPATC was identified as the second best place. The respondents felt that the duration of TOT course was in many cases very short.

Recommendations: The study recommended that a proper need assessment of trainers need to be carried out, i.e. who should be recruited, trained and retrained in the training job, who could contribute immensely to better TOT programme. Objectives of the course should be formulated on the basis of needs assessment and the level of trainees and their nature of jobs and duration of this course might be of three months. TOT programme should be treated as an integral part of human resource development. Respondents also viewed that there should be a national training policy. The provision for financial and other incentives for the trainers, opportunities for research work, higher education, foreign study tours and sufficient supply

of books and materials were very important to improve the quality of training of trainers. Finally, the researchers concluded that if training could not bring any positive social change nothing else could bring such change in a society like Bangladesh.

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Performance Appraisal System for Class-III Employees in Bangladesh: A Case Study

Key Words: Performance appraisal; class-III employees; ACR

Background: The history of formal performance appraisal of public employees in Bangladesh dates back to the British India. The main objective of this evaluation at that time was not appraisal of performance but assessment of personality traits such as loyalty and trust worthiness which were essential for imperial rule. Since then the annual evaluation of the employees had been based on Annual Confidential Report (ACR). The objectives of this study were to examine the existing performance appraisal system for Class-III employees in Bangladesh; assess the impact of performance appraisal on the personnel management; and made some recommendations for improvement of the existing performance appraisal system.

Methodology: Eight principal functional categories of class-III employees were selected for the purpose of this study. A sample of 80 employees was selected using stratified random sampling method. Thirty-two Report Initiating Officers (RIOs) and 20 Countersigning Officers (CSOs) were purposively selected as well. Besides administering questionnaire to the respondents, the researchers have reviewed the Annual Confidential Report (ACR), service books and personal files of the employees.

Findings: Class III employees constituted the largest portion (about 54%) of all civil officers and employees of the government. The present system of performance appraisal for Class III employees was based mainly on Annual Confidential Reports. The study revealed that there was a positive trend in the grades obtained in the ACRs of the employees over the years (1984-88). Report Initiating Officers were found to partially impartial in writing ACR. Due to paucity of ACR forms, delay in processing, delay made by RIOs, Staff Reported Upon (SRUS) and dealing assistants, most of the ACRs were not written in time. The present size of ACR form was not appropriate (too little) and grades used in ACR form were either moderately accurate or inaccurate. Consistency between grading and recommendation for promotion, etc. was not maintained. The study also showed that there was minimal linkage between the present appraisal system and personnel management.

Recommendations: The researchers emphasised on the inclusion of training performance in the ACR, timely submission of appraisal and linkage of performance appraisal with personnel management. Since the present size and contents of ACR form were not found appropriate in the context of modern personnel management system, the study proposed a new ACR form for a result-oriented performance appraisal of all categories of class-III employees. The study indicated that continuous research was needed for improvement of performance appraisal system.

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Flood and Development: A Study of the Socio-economic Impact of 1988 Flood in Rural Bangladesh

Key words: Flood; development; socio-economic impact; rural areas

Background: Bangladesh has been experiencing floods more frequently than ever before. Since independence from the British, she experienced very high floods many times and each year's highest flood record was broken by that of the subsequent year and at the same time each year's extent of damage was surpassed by that of the following year. This study aimed to identify the nature and extent of damage caused by the flood in the selected areas and response and participation of the local people in flood protection measures; nature and intensity of the transfer of ownership of land and other resources, identify the correlation between the process of landlessness and flood; whether the usury practice was on the increase following floods; whether flood caused any change in the patron-client relationship; whether floods facilitated the concentration of wealth in few hands; whether floods expedited rural urban migration; to uncover the mechanism of governmental and NGOs relief and rehabilitation programmes and whether those programmes could actually reach the target groups.

Methodology: The study covered the areas affected by 1988 flood. The study was divided into two phases. At the initial stage, 4 villages belonging to 4 Upazilas of 4 Districts of 3 Divisions were selected by random sampling from the worst flood affected villages. These villages represented different regional, geographical and socio-cultural context. Data was collected from 232 heads of families from 4 paras of those 4 villages by administering questionnaire. In the 2nd phase another survey was undertaken in which 207 participants of Foundation Training Course of BPATC were sent to 84 villages of 42 Upazilas belonging to 18 districts covering 3 divisions for collection of data on the socio-economic impact of 1988 flood.

Findings: The major findings of this study were (a) due to poverty 25 percent of the respondent were compelled to sale live stock and poultry during the flood period. The marginal and near landless sold off their lands to large and medium farmers; (b) out of 563 houses damaged by the flood 24 percent were fully damaged while 76 percent were partially damaged, (c) 80 percent of the day labourers were without work and had to live by selling movable properties during the period of unemployment; (d) major portion of the borrowers borrowed from non-institutional sources such as traditional money lenders and various persons; (e) the flood had not been followed by high rate of migration; (f) regarding relationship among different classes it was found that highest number of respondents received help in the form of shelter, loan, food etc. from the middle class, while the lowest number of respondents received help from the rich; and (g) relief and rehabilitation programme of the government and NGOs were found very much insufficient compared to the need.

Recommendations: The study concluded that the flood of 1988 increased the process of differentiation of peasantry, inequality, dependency, relationship and indebtedness of the poor people in the flood affected areas. This called for definite government policy and specific programmes addressed to the rural population specially the landless and marginal farmers in pre-flood, during and post-flood situation.

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Poverty Alleviation and Upazila System: A Case Study of Nabinagar Upazila

Key Words: Poverty alleviation; Upazila system

Background: Upazila system was introduced in Bangladesh in 1982 with much enthusiasm to mitigate the inadequacies of the existing administrative system and to build up an appropriate and effective system for ensuring larger participation of the people. In essence, the reformative changes were made to uplift the condition of rural masses, to effect changes in their living conditions and alleviate poverty through increased intervention. The main objective of this study was to analyse the effectiveness of Upazila system in alleviating poverty. The specific objectives of the study were to visualise the poverty scenario in Bangladesh through an ex-ante and ex-post analysis of the Upazila system; analyse the nature and effectiveness of different programmes/projects taken by the Upazila administration for poverty alleviation; and suggest measures for making the Upazila system effective as a means and machinery for poverty alleviation.

Methodology: In this case study the projects/ programmes related to targeted poverty alleviation in Nabinagar Upazila Parishad were studied. The projects/programmes analysed for this study were - projects under Annual Upazila Development Plan (AUDP) related to poverty alleviation, Food for Work (FFW) programme, Rural Poor Programme, Cluster Village Programme, Vulnerable Group Development (VGD) programme, Works Programme, Social Welfare programmes, Test Relief and NGOs programmes. Besides, documents of the Upazila Parishad regarding those project and programmes were also consulted and opinion of the concerned people and stakeholders collected through structured questionnaires.

Findings: The major findings revealed by the study were: (a) the projects through AUDP did not make any significant contribution to benefit the poor directly; (b) FFW Programme was beneficial but duration of the project was short; (c) FFW Programme reached the poor and was one of the major employment opportunities (seasonal employment) for the poor people; (d) infrastructural development, credit and training were the main components of the Rural Poor Programme and it has been proved that successful implementation of these components could achieve the objectives of poverty alleviation; (e) performance of social welfare programmes directly contribute to poverty alleviation of disadvantaged groups; (f) the organisational arrangements were not adequate for successful implementation of the Cluster Village Programme and it was not integrated with the rural works programmes, (g) a high percentage of funds of all this programmes was misappropriated through over reporting and underpayment of labor.

Recommendations: On the basis of findings major recommendations have been drawn and included (a) to alleviate poverty emphasis should be given on increase of employment opportunities and ensuring their access to resources; (b) the wage/ration paid to the labour in different programmes should be increased; (c) changes in the organisational structure and strategies of the programmes were necessary to make it effective and worthwhile.

Human Relation in Administration: Bangladesh Perspective

প্রশাসনে মানবিক সম্পর্কঃ বাংলাদেশ প্রেক্ষিত

Key words: Human relations; administration; common people

Background: Administration is a continuous process. Reaching the goals of administration depend on communication and motivation in all spheres of administration and feeling of ownership among employees of organisations. Administration was governed by the people and for the people. So the idea of administration of different stages of employees and common people was essential in directing administration. The purpose of this study was to - scrutinize the well being perspective of administration; identify to what extent fellow feeling had been created in different cadres in administrative institution in our country; to measure the extent of motivational aspects; identify the nature of information flow in administration; examine the attitude of the public servants to work as a team in different offices. It also examined the relationship between common people and public servants and the possibility of development of such relationships between them.

Methodology: The study was mainly based on primary data. Data was collected from two categories of respondents. The first category (750) comprised of Deputy Secretary and above (105), other Class I officers (305), Class II officials (50), Class III (188) and Class IV employees (102) who belonged to different offices, namely, Secretariat, Directorates/ Departments, autonomous bodies, divisional, district and Upazila level offices. The second category of respondents (500) comprised of farmers (95), labourers (44), private sector employees (150), businessmen (144) and others (66) who visited different public offices. Besides, direct observation method was also followed to collect data.

Findings: The study revealed that ideal leadership and effective planning was identified as main strength of an organisation while absence of work plan, unethical work and distrust among the employees was identified as very much damaging. The weaknesses frequently found in our organisations was the trend of maintaining secrecy and lack of awareness of the aims and goals of the organisations among the personnel. Discussion and encouragement proved more fruitful to serve the purpose than that of written and oral orders. According to the view of 42 percent respondents conception of organisations' functions and its income and expenditure help employees belongingness as around one-third of which opined that groupings on different issues among the employees affected their performance. Superior-subordinate relations were observed to be negative by 26.27 percent employees and 49.8 percent common people. As senior officials, the judicious and honest were favoured than the efficient and wise ones. The study found further that in our administrative culture hardly any advice is sought from the lower levels and effective leadership and judicious planning was considered more important than empathy and incentives.

Recommendations: The study recommended that necessary steps should be taken to ensure that every employee got work according to her/his knowledge and skills. Initiatives should be taken to promote eligible officers and their performance should be recognised There

should be clear job description and work distribution so that everyone could work accordingly. Opportunities should be created for informal communication and long term training should be arranged to foster *esprit de corps* among the officers of various cadres. Attention should be given on cleanliness of offices and recreation facilities should be extended to tackle monotony. The administrative matters about which people deserve and have a right to know should be translated into Bangla. The controlling officers should lead by setting example.

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through contractors selected on the basis of open tender and (iii) under personal supervision of Upazila Agriculture Officer. The respondents were getting benefits in the form of increased production, employment, better service and better communication, irrigation and drainage facilities. Finally, Block Supervisors (BS) and Veterinary Field Assistants (VFA) were the grassroots level agents who were reported by the beneficiaries to be neither known nor did they take part in field activities.

Recommendations: The researchers recommended that Upazila Parishad should undertake extensive surveys to analyse socio-economic characteristics of the villagers. They also suggested that Upazila Parishads must prepare five year development plans. The objectives and strategies of those plans should be clearly spelt out. While allocating fund emphasis should be given on sector-wise allocation rather than union-wise allocation. Moreover, maintaining all the steps in project cycle and more involvement of local people in planning and implementation could make projects successful. Furthermore, the performance of grassroots level extension agents (BS & VFA) should be regularly monitored and closely supervised by their superiors.

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Recruitment Policy of the Government of Bangladesh

Key Words: Recruitment policy; government of Bangladesh; cadre and non-cadre services

Background: Sound recruitment policy of a nation could provide an efficient administration and thus pave the way of expediting socio-economic development. This study emphasised on the qualitative aspects rather on quantitative aspects for better understanding and thus provided a synthesis on the issue. It tried to compare the service structures of some of the developing countries, and analysed the recruitment policy and career prospects of the cadre and non-cadre services in Bangladesh and searched for presence of any conflict among separate cadres and among the subdivision of government servants in terms of Gazetted, Non-gazetted, Class-I, II, III, etc.

Methodology: The study was primarily based on a survey conducted among a number of concerned personnel. A total of 180 questionnaires were given to different personnel employed in various organisations with different status and pay scales out of which 100 responded. The opinion of the respondents were extracted and grouped sequentially and analysed according to the objectives. Besides, practices and experiences of recruitment policy of some other countries were also consulted.

Findings: The study revealed that various types of quota reserved for various categories of people created impediments in the way of merit-based selection of candidates. This degraded the quality of service and discouraged meritorious students. The quota system, according to many, went against the spirit of fundamental rights because it restricted the entry of the fittest into the public service which again, went against the principle of natural justice. Retention of the classification of public servants, the researchers viewed, still to day symbolised the continuation of mentality and legacy of the colonial rule and did not appear to be consistent with the values and aspirations of the people of a democratic society. Further, they observed, an officer got frustrated when she/he found that her/his contemporary colleagues in other services had reached positions higher than her/his own. Moreover, subjective bias and political manipulation stood as an important impediment for promotion to higher positions. The study observed that the educational system of the country and recruitment policy was not synchronised. There was hardly any opportunity for horizontal mobility among the officers of different cadres. In many cases, merit was not the basis of promotion, rather subjective notion guided it and personal relationship also proved vital. The study, again, identified that career opportunity was not equal for all public servants because of different recruitment system and there existed supremacy of one cadre upon another. Recruitment policy for technical services was based on general subjects rather than technical subjects. The process of absorption of personnel from development projects to revenue set-up was cumbersome and harrasing. Furthermore, study found that age-limit of 27 years for entry into government service seemed unrealistic especially in the context of sessions backlog and other conditions prevailing in the universities and educational institutions.

Recommendations: The study recommended that (i) the quota system needed to be reviewed. Reservation of quota for the freedom fighters, after 19 years of Liberation, appeared to be meaningless. Thus the system of quota should be practiced only in exceptional cases; (ii) in all fairness the British colonial classification of government employees should be abolished and the same be replaced by various grades on the basis of pay; (iii) to remove inter-service jealousy and rivalry equal pay and facilities should be ensured for the officers of the same level in different services; (iv) the Senior Service Pool may be reintroduced. The promotion/entry in the pool should be made according to the length of service and the performance of the officer determined on the basis of ACRs and interviews; (v) education system and recruitment policy should be synchronised; (vi) combined training programmes for officers of various services should be held at regular intervals; (vii) the officers of various cadres with required qualification should be allowed opportunity for horizontal mobility; (viii) all appointments in public service should be made through the PSC for which multiple number of PSCs might be set up; (ix) for each cadre career progression plan should be developed; (x) promotion should be considered solely on objective and neutral assessment of merit; (xi) political interference in matters of appointment and promotion should be minimised; (xii) to avoid anomalies in recruitment policy, in all cases of public servants, it should be uniform and the PSC should be given the responsibility to recruit all public servants; (xiii) there should be provisions of transfer between different cadres and non-cadre officials; (xiv) recruitment policy for technical services should be based more on technical subjects rather than general ones; (xv) necessary steps should be taken to ensure proper implementation of the development projects and smooth flow of personnel to regular government services; and (xvi) age-limit for entry into government should be raised to minimum 30 years and simultaneously retirement age should be extended up to 60 years considering the longevity and increased life expectancy of the people.

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Follow up Study on Special Foundation Training Course.

Key words: follow up, Special Foundation Training Course; attitudinal change

Background: Foundation Training Course is a basic training course on administration and development conducted by BPATC. This course is designed to meet the needs of entry level civil servants belonging to all cadres. This study was an attempt to evaluate training outcomes of Special Foundation Training Courses (SFTCs) conducted by Bangladesh Public Administration Training Centre (BPATC) and to define and measure the outcomes of the SFTCs at the individual, job, organisational and social levels. Moreover, it tried to answer the questions as to: (i) whether any change in participants' knowledge, skills and attitude had occurred; (ii) whether their learning had been transferred to the job situation; (iii) whether their organisations had been affected in some way; (iv) whether the common people were getting expected behaviour from the trainees; (v) whether changed national and social climate demanded any change in the set objectives; (vi) whether course curriculum needed to be revised; and (vii) whether the composition of trainees of the SFTC should be changed.

Methodology: The study was based on the test results of the foundation trainees (13th SFTC and 14th SFTC). In Phase-I post training evaluation of the trainees of the 13th SFTC was made through structured questionnaire and then evaluation of individual improvement of the trainees of 14th SFTC was made through pre-training test and post training evaluation. Phase-II evaluation was undertaken for evaluating on-the-job performance, organisational development and fulfillment of national and social expectations by the trainees of 9th SFTC (237), 10th SFTC (202), 11th SFTC (196), 12th SFTC (204) and 13th SFTC (211). Data on them were collected by the participants of the 14th SFTC. Besides, data was collected from their supervisors, peers and subordinates, concerned public representatives and beneficiaries. Structured questionnaire, observation and records and documents analysis were adopted as methods of data collection. The total number of respondents were 1605 which comprised of trainee officers (356), trained officers (320), supervisors of trained officers (304), peers of trained officers (321) and subordinates of trained officer (304). The study was carried out in two phases.

Findings: The study nullified the hypothesis that the inputs of SFTCs did not fulfil the desired objectives of the course at the individual level but not at the job, organisational and social levels. The picture was rather gloomy in case of attitudinal change, which was essential for organisational and societal development as SFTCs seem to have failed to produce desired results. Regarding gain ratio though the variation was found higher in skills than that of knowledge, the absolute level of improvement was still up to the acceptable level. However, this gain had been blurred and to some extent diluted back to the job situation. It was found further that little positive changes had been carried over to on-the-job situations in case of the following variables of: analytical bending, objectivity, responsibility, activeness, participatory mentality, accessibility, studiousness and disciplined life style. Thus, it was clear that in the key attitudinal variables, essential for organisational and societal

development SFTCs failed to produce desired results. The study opined that Foundation Training had no relevance for the technical and specialist cadres like Health, Agriculture and Engineering. The major shortcomings of the SFTCs pointed out by the trained officers that it failed to achieve its desired goals. Further it was found that SFTC was only successful in developing *esprit de' corps*. It was found that most of the trained officers tried to apply acquired knowledge, skills and techniques in their job situations though they were either not successful or partially successful due to initiating new ideas, enhancing organisational mobility and the problems were mismatched between training and reality of work situation and lack of cooperation from higher authorities.

Recommendations: The study recommended that due emphasis should be given to attitudinal inputs. Course curricula and training methodology demanded thorough revision and committed trainers were to be inducted to emphasise specially key attitudinal variables such as aptness in problem solving, punctuality, self-confidence, patriotism, empathy for the poor and law-abidance. Promotees and officers whose length of service was more than 5 years should be exempted from undergoing Foundation Training. Government should prepare a career development plan for the civil servants so that new entrants could undergo the FTC before moving on to their real job situation. More care should be taken by the Foundation Course Management to develop problem-analysing and decision-making skills in the trainees to help them explore latent potentialities, to let them know more Bangladesh, acquire administrative/management techniques and issues of development administration. The objectives of the SFTC should be specific and easy to understand. Steps should be taken for evaluating outcomes at the job, organisational and societal level, for this, Refresher Courses should be conducted regularly. To ameliorate non-cooperation and distrust in the public administration, short on-the-job familiarisation courses should be conducted on intra as well as inter-departmental basis at the district level. The researchers also suggested that duration of the Foundation Course should be extended up to 6 months.

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A Study of the Use of Computers in Management Decision Making in the Public Sector of Bangladesh

Keywords: Computer; MIS; DSS; management; decision making; public sector

Background: Development of a country depends to a large extent on the effectiveness and efficiency of its public sector. Use of computers in public management can significantly increase its effectiveness and efficiency. Computers can assist public managers not only in day-to-day decision making but also in planning and policy decisions. By assisting them in planning and policy decisions, computers could assist them in making better plans and policies. The purpose of this study was, first, to determine the relative status and characteristics of computer use and its extent in public sector organisations in Bangladesh and, second to examine how the problems of computer use in management decision making might be overcome.

Methodology: The study was based on primary and secondary data. Data was collected from 35 public sector organisations (having computers) using appropriate questionnaire having both open ended and closed questions. The study also took the help of relevant theories and models on Management Information Systems (MIS) and Decision Support System (DSS).

Findings: It was evident from the study that computers are not being significantly used in management decision making. The study identified the reasons as: (a) lack of growth of MIS expertise; (b) less use of LANs; (c) lack of adequate management support and (d) placement of computer departments in the lower management hierarchy in organisations.

Recommendations: As the study identified that there were potential future for MIS and DSS uses in these organisations, the four problems mentioned above have to be solved in order to achieve significant use of computers in management decision making in the public sector organisations. Analysis of the findings came up with some recommendations for the growth of use of computers in management decision making. These were: (a) the ignorance of top management should be removed by providing necessary training. Organizations like BPATC, BCC etc. could arrange appropriate training courses to this end. Besides, other training institutions of government and autonomous bodies should be properly equipped with facilities to offer computer training; (b) computerisation of any organisation should be in a systematic manner. Before procuring computer system for an organisation, proper Information Need Analysis should be done; (c) for computer of any organisations to be used in decision making, there should be relevant data in adequate quantity and appropriate form for use in the computers. The organisations should try to design, build up and maintain appropriate database; and (d) the government should try to develop and patronise MIS and DSS experts through imparting foreign training or degree programmes in the relevant fields.

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Bangladesh Public Administration Training Centre Phase-II Project: An Evaluation

Key Words: BPATC; phase-II project; evaluation

Background: This research aimed at studying if the BPATC Phase-II project inputs had produced the desired outputs and if the investment had been cost-effective. It also examined if the physical structure and institutional development were adequate for BPATC to perform its assigned functions. The main agenda of the study included – review of physical facilities and their utilisation; training programmes including curricula, training methodology and evaluation; staff development; manpower and its utilisation; service facilities and their maintenance; research and publication; linkage of BPATC with other training institutions both within and outside the country and to make some recommendations to make the project more fruitful.

Methodology: The evaluation is based on the project document of BPATC Phase-II. It culled data and necessary information from the Project Proforma (PP) of the project, evaluation reports prepared by the project implementation office, annual reports of BPATC, Staff Appraisal Report (SAR) of the World Bank, Development Credit Agreement (DCA), BPATC ordinance, draft National Training Policy, periodic training reports, proceedings of the meetings of the Project Coordination Committee and other related sources.

Findings: The study found that execution of the BPATC Phase-II project initially began with GOB fund of Tk. 1724.76 lakh. IDA Credit was made available later. Thus the project was revised to Tk. 4116.23 lakh. IDA financed some items of the project according to the provisions of the DCA. The project cost was then further increased to Tk. 4209.94 lakh and IDA financed 41.80 percent of the total cost. IDA Credit was meant for three projects viz. BPATC, RPATC and Public Management Information System and Management Services Wing (PMIS/MSW) of the Ministry of Establishment. An amount of about three million SDR remained unutilised out of the DCA fund of 11.1 million SDR. Though a separate PP was approved for each of the three projects, the PP allocation for these projects was not sufficient to utilise the DCA funds. A separate Project Implementation Office (PIO) was set up in Dhaka under the control of the Ministry of Establishment which was responsible for construction of physical facilities and procurement of training aid and providing other supports while BPATC was responsible for conducting training programmes. As such, a diarchy in administration was experienced by BPATC. PIO was responsible to BPATC and it usually took time to appreciate the needs of BPATC. The study also observed that before signing the IDA Credit No. 1349 BD, the World Bank prepared the SAR on the TPM project of which BPATC was a component. The SAR had defined some objectives for each of the projects but the PP of BPATC did not adequately take notice of the SAR objectives. The BPATC project was not completed by June 1988 as scheduled. The physical facilities specially dormitory and classroom facilities were not adequate for BPATC to meet the foundation training load. According to the Ordinance, BPATC is responsible for conducting foundation training for the newly recruited officers of all cadres but the project did not make any realistic projection about the possible annual recruitment in BCS cadres. The study further observed that BPATC achieved training targets as set by the Martial Law Committee.

The performance of BPATC, however, was quite satisfactory in comparison to those of the erstwhile NIPA, COTA & BASC. The investment of the BPATC project has been cost-effective. Technical Assistance earmarked for BPATC was not properly scheduled. Most of the expatriate consultants were hired at a time when BPATC not fully manned and ready to receive such assistance. The fellowship programme as envisaged for BPATC in the SAR could not be implemented for want of PP allocation though IDA fund was available which hindered faculty development of BPATC. The project did not provide adequate incentives and facilities for the staff; no club house was constructed for the staff; the clinic was not properly staffed and furnished with medical equipment; there was no ambulance; and the residential flats were inadequate. The site of BPATC was wrongly selected near a high powered radio transmitting centre and no drainage system was created for draining out water.

Recommendations: The researchers came up with the recommendations that (a) the computer centre of BPATC is to be properly equipped and staffed to meet the increased demand for computer training; (b) BPATC required more dormitories, class rooms, play grounds, training aids, transport facilities for the trainees and residential facilities for the staff, and (c) BPATC should be provided with more qualified and support staff.

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A Study of Some Disciplinary Cases under MLO-9

Key Words: Disciplinary cases; neutrality; honesty; MLO-9

Background: For any government a cohort of faithful, active and motivated public servants is necessary. In spite of the constitutional and legal guarantees, some occasional coup on the rights and privileges shatters their morale to serve for the country. MLO-9 was an example of this nature. The objective of this study was therefore to find out the methods in respect of applicability of this Martial Law Order and to assess its legality and justifiability from the standpoint of rule of law, justice and equity. Specifically, the study tries to determine whether there are proper constitutional or legal guarantees for a public servant to work with neutrality and honesty, secondly, to identify the existence of adequate opportunities to place their defense when they are accused or convicted, third, when accused, is the case of public servant decided speedily and to determine how the activities of informal groups influence personnel administration.

Methodology: This study was a case study research, mainly based on secondary sources information. From all the discharged/dismissed government officials (around 60) under Martial Law Order 9, the sample cases were selected purposively from the Ministry of Agriculture, Home Affairs and Commerce. The files and records of the concerned cases were thoroughly reviewed. The dealing officers of the concerned ministries/departments were interviewed to collect information and the victims also were interviewed in order to get their point of view.

Findings: In the first case, Mr. H, assistant director of jute production, was charged for receiving money by giving informal receipt and granting illegal advance. Mr. H denied all charges and court discharged the case finding no substance in the accusation. He was later dismissed under MLO 9. The researchers found clear injustice for not sending the receipt for forensic test and for not reinstating him only for not being able to provide a postal receipt for his review application.

In the second case, Mr. P an Additional Superintendent of Police (ASP), was charged for having an affair with a minor girl. The Superintendent of Police (SP) had put the girl in a *hajat* (police custody) to make an inquiry. At the end of the third day the ASP managed to take her out of the *hajat* at night, produced her before a magistrate and sent her to a remote district on the same night. He was dismissed from service under MLO 9. The researchers found that a police officer took the garb of protecting the legal rights of a person to cover up his malafide actions. He did not deserve any sympathy. But it was also curious to note that nothing was done to the SP who kept the minor girl in the *hajat* for over 3 days and thereby violating her constitutional and legal rights.

In the third case, Mr. Z, executive officer of a government organisation, was charged with corruption for illegal sale of television and illegal purchase and sale of potatoes. He was

degraded to a lower position for which he made an appeal to the concerned Secretary. But he was compulsorily retired from service under MLO 9 before the appeal was finally disposed off. By analysing the case it has been found that the accused suffered double punishment for the same crime. Moreover, lowering in rank and then a compulsory retirement was against the disciplinary rules. It was found that the constitutional safeguards for the public servants are too inadequate to allow them to work without fear or favor, affection or ill will and to serve the nation instead of serving particular superiors and political parties in power.

Recommendations: Major suggestions of the study are the following (i) there should be proper constitutional and legal guarantee for the public servants to protect themselves from arbitrary removal or dismissal; (ii) there should be a national accord that a public servant is not supposed to serve the wishes of a particular political boss or political party-in-power, rather he is to serve the nation and the people with full neutrality without fear or favour; (iii) the composition and functions of the Administrative Tribunal should be extended as to include the trial of cases relating to corruption and misconduct of public servant to lessen the procedure of departmental proceedings; (iv) the review forum should not be restricted by any particular date, rather should be empowered to review all MLO 9 cases even on fresh applications; (v) revised financial rules might be framed for the government owned companies as to encourage initiative profitability by taking risk in the commercial line; (vi) if a public servant is found not guilty of a criminal charge by a court of law, he should get his job back without any further departmental proceedings; (vii) the higher authority should keep a vigilant eye on the activities of informal groups in organisations so that they remain within bounds; and (viii) there should be a national accord to incorporate in the Constitution a provision discouraging coup d'état in the country.

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Implementation of the Agricultural –Based Rural Development Program for Women: A Case Study

Keywords: Agricultural-based; rural development program; women

Background: This study attempted to analyse the project entitled “Agricultural-Based Rural Development Program for Women” which was located at Jirani in Gazipur Sadar Thana of Gazipur district. The major objectives of this study were (i) to examine the complexities involved in the implementation of the training program of the project; (ii) to identify the problems that hindered implementation of the training programme; and (iii) to provide recommendations for solving the problems.

Methodology: This research was based on a case study. Both primary and secondary data have been used here. The sources of the primary data included the trainees and the trained women while the secondary data constituted review of project documents, research, reports, books, etc. Forty-eight trainees and eighty-nine trained women were interviewed with structured questionnaire. An observation checklist was also used to collect data on the physical aspects of the project.

Findings: The main objectives of the training were to teach the techniques of poultry raising, cultivation of vegetables for increasing income. The trainees easily grasped the subject on poultry raising since the training was more practical. Most of the trained women undertook motivational work among their neighbours for receiving the training. The major problems of the implementation of the training program were identified as: (a) lack of full time project director; (b) inadequate infrastructural facilities; (c) absence of follow-up study on the applicability of the training programme; (d) most of the respondents lived below the poverty line and there was shortage of capital; and (e) there was no veterinary center at the project site.

Recommendations: Some of the recommendations that have been provided by the study are: (a) a project manager who would stay at the project site should be appointed immediately; (b) more infrastructural facilities such as class room, dormitory and residential accommodation should be developed; (c) follow-up study and action should be undertaken continuously; (d) the rural women should be provided with credit at a low interest rate for taking up poultry raising as principal occupation; and (e) a veterinary centre should be established at the project site.

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The Social Structure of Bangladesh and Planned Development Process (A Case Study)

বাংলাদেশের সামাজিক কাঠামো ও পরিকল্পিত উন্নয়ন প্রক্রিয়া (একটি ঘটনা সমীক্ষা)

Keywords: Social infrastructure; planned development process; new technology

Background: The purpose of this case study is to examine the relationship between social structures of a country and its development process. The objective of the study were to (a) prepare cases on development process for the three core courses of the Centre; (b) enable them to utilise analytical technique of different issues; and (c) help them making necessary decisions on development issues.

Methodology: Six cases were analysed under this study. Necessary data and information were collected from different kinds of books, documents, journals and newspapers. The scope of this study covered population problem, technology transfer, and urban informal market, infrastructure of rural power, Bangladeshi individualism, primary education and local government in Bangladesh.

Findings: This study found that although lower level people of our country did not get direct benefits from the plans formulated and implemented so far but they have received some opportunities indirectly. It was evident from the cases that almost in every situation the individual efforts have overcome the adverse circumstances, where individual initiatives were the prime factor though kith and kin have played positive roles. In all cases, it was found that the macro-economy was playing a vital role. To cope with the changing time, new technologies were being infused into the social tissues spontaneously, so some of the entrepreneurs have succeed in particular areas where the role of Bangladesh Small & Cottage Industries Corporation and changing trends in communication sector was inevitable. The study, further, observed that individualism was an important characteristic in our social mobility and possibly, for geographical features and easy fortunes in agriculture, community approach could not have been strengthened here. The case on caste system of India disclosed that the macro-approach in planning influenced, to some extent, the life style of the scheduled castes so, they have been able to involve with the market which, further, could make far-reaching impact on social mobility

Recommendations: The study recommended that cases analysed here could be used in the core courses of BPATC which also may insert a new dimension in training method. In all our planning efforts 'individual interest' should be considered with sufficient importance as it has become the regional characteristics.

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Decision Making Process in Human Resources Management: A Case Study

মানব সম্পদ সংগ্রহ ব্যবস্থাপনায় সিদ্ধান্ত গ্রহণ প্রক্রিয়াঃ একটি ঘটনা সমীক্ষা

Key Words: HRP; decision making; college teachers

Background: Decision making is one of the most important issues of management process as quick decision making may give the organisation more pace in its functioning, in the same way it might suffer a lot due to unnecessary delays and any type of hindrance in decision making. In 1992, out of 10,421 sanctioned posts of Government College teachers only 7,758 teachers were working at different places, i.e. more three thousand posts were lying vacant. These posts were not being filled up because of administrative complexities and unnecessary delays in decision making. This study, therefore, was undertaken to examine decision making in management process of human resource recruitment in the education sector. Its main objectives were to conceptualise the timeframe of recruitment related decision making process; to find out if there is any weaknesses in the process and to suggest how the process might be improved.

Methodology: Information from both primary and secondary sources has been used in this study. Data was collected through structured questionnaires and information about 10th BCS that is different dates of examination and number of examinees were collected from the examination section of Public Service Commission (PSC) using a checklist. In addition, some PSC officials were also interviewed.

Findings: The study found that the PSC published recruitment notice on 25.04.1989 after getting requisition from the concerned ministry and then preliminary examination for the eligible 24,489 applicants were arranged on 15.09.89 i.e. after 4.67 months from publication of the notice. The result of preliminary exam was published after 2.2 months later and then more 3.6 months was taken to start the written examination which took 22 days itself. Then the results was published after 4.21 months from completion of the exam and then a month was needed to arrange the psychological tests, 1.7 months to arrange the viva-voce and another 2.17 months was taken to publish the results of 2,106 people. The overall recruitment process had taken almost three years time. The study found further that the existing age-limit and educational qualification for eligibility in BCS (General Education) is rational though the respondents were equally divided while commenting on the syllabus of BCS exam. Respondents of the study viewed that inadequate personnel strength, faulty examination system, disproportionate number of compulsory subjects and huge number of candidates caused delays in publication of the results. They suggested computer application could help in timely publication of results. Most of the respondents opined in favour of the existing viva-voce and there was no procedural complexities in the recruitment system for the education cadre.

Recommendations: The researchers have suggested, as the college teachers usually do not have to perform any administrative functions there should be a different selection procedure rather than this lengthy one which would rectify the situation of those colleges with no

teachers. The syllabus should be changed and specially marks allocated for written and viva-voce should be re-distributed. A different cell for recruitment of education cadre could be set up in the PSC. Police verification could be done after final selection and finally the Directorate of Education should be equipped with more autonomy. The researchers, suggested further that the educational administration could be decentralised and for this regional educational authority could be constituted.

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Review of the Enam Committee Report: Expected Changes in Personnel, Organogram and Other Aspects

এনাম কমিটির প্রতিবেদন পর্যালোচনাঃ লোকবল, কাঠামো বিন্যাস এবং অন্যান্য বিষয়ে কাম্য পরিবর্তন

Key Words: Organisational set-up; reevaluation; RDA

Background: In 1982, a committee (Enam Committee) was formed by the Chief Martial Law Administrator (CMLA) to review and evaluate the organisational set-up of Ministries/Divisions/Directorates and the offices under their control. The study aimed at evaluating the Committee's prescriptions as to whether they were still relevant in the changed perspective of the day. The study undertook the Rural Development Academy (RDA), Bogra as a case. And the main objectives of the study were to examine whether the Academy's organisational set-up, jurisdiction, nature of job and its TO&E was enough as it was prescribed by the Enam Committee in 1982 and to recommend measures to meet the present requirements of the Academy.

Methodology: It was an analytical study and information from both primary and secondary sources had been used here. Files, papers and documents were examined and related personnel of the organisation in experiment were interviewed to collect their opinion about the working environment with current strength and expenditures, and whether they are doing well as trusted with. Moreover, reports, bulletins and journals as required were consulted. It also have taken into considerations the changes in number of personnel during different periods and its effects on RDA's total performance and then all information was compiled in tabular format.

Findings: The study observed that the Enam Committee found the Academy's organisational set-up logical though it disagreed with its TO&E to some extent. The sanctioned staff strength of the Academy though adequate but always a substantial portion of it remains vacant, which badly affected its performance. Specifically, the study indicated examples, where due to lack of adequate personnel the RDA's training and research could not achieve the set goals and its dairy unit and the pond could not be fully utilised. Furthermore, the Ordinance of 1989 had extended RDA's scope, responsibilities and staff strength but the TO&E remained unchanged as per Enam Committee prescription, e.g. the Ministry had sanctioned 15 posts of driver but the TO&E accommodated only 4 vehicles.

Recommendations: The study in order to make the RDA, Bogra more functional, recommended that (i) necessary steps should be taken to change the existing TO&E of RDA, Bogra specially, necessary equipment should be installed instead of which the appointed technical personnel remain idle; (ii) while sanctioning equipment valuable and more durable ones should be considered; (iii) the posts which lying vacant should be filled up immediately; and (iv) the government may adapt a policy through which in every ten years, performance, personnel strength and TO&E of all government, semi-government and autonomous bodies could be evaluated as this might balance performance, personnel and TO&E.

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Evaluation of Rural Maintenance Programme (RMP): A Case Study on Sanora Union

Key Words: Socio-economic upliftment; coordination; alternatives;

Background: The Rural Maintenance Programme (RMP) had been launched in 1980s and by 1994 it had expanded up to 4100 unions. One of the principal objectives of RMP was to employ the most distressed and vulnerable segment of Bangladesh. This study attempted to know the actual condition of those women and their development as well as effectiveness of the programme. The study was confined to Senora Union Parishad under Thana of Dhaka district and the people connected with the programme i.e. the crew women, Ward Members, Chairman, Thana officials and CARE officials. Main objectives of the study were to review implementation of RMP as it was functioning in the study area; to examine the role of RMP in socio-economic upliftment of the target people; to identify the implementation problems of the programme and of the target people to formulate recommendations to overcome the identified problems.

Methodology: Sanora Union, out of sixteen unions of Dhamrai thana was selected randomly as the sample area of the study. All the crew women of this union (15) were selected as principal respondents. Besides, 15 local people from three wards of this union (5 from each ward) were selected randomly to collect the opinion regarding RMP and the socio-economic condition of the maintenance crews. Six supervisors – 2 from each ward, who were the UP Members were also selected for interviewing regarding women's work and effectiveness of RMP. The UP Chairman, Thana Project Implementation Officer (PIO) and Thana Nirbahi Officer (TNO) had been interviewed as they were concerned with implementation, supervision and monitoring of RMP. Interviewing method was used in this study to collect data from the crew women, supervisors/monitors and the people in the vicinity. Observation method with a checklist was also used in collecting data from the target women's households, their family members, neighbors, bank and work sites. Moreover, monitoring/monthly reports and other administrative records in the Union Parishad were also reviewed. Three sets of questionnaires had been administered for data collection; one set for maintenance crew women, one for members of local people and the other for supervisors and monitors.

Findings: The study found that there was lack of supervision in implementation of RMP and as a result quantity and quality of work suffered to some extent. Besides the programme did not get much cooperation from the local people and the monitoring people were not also motivated by the task they are trusted with. It appeared that there was a vacuum in coordination of the work among the Union Parishad (UP), CARE visitors and Thana officials as no review meeting was held except communication through some letters from time to time. The wage rate of the programme was very low (Taka 20) which was hardly sufficient to meet the requirements of a four member family. About 67 percent children of school going age had been sent to school while the rest were yet to be motivated for enrolment. None of the women had a water latrine, while some, however, had pit latrines and hanging ones which were sources of great health hazards. With the exception of two women, others had not yet been linked with any income generating activities for additional sources of income. In case

the programme was discontinued or if fresh crew women were selected, those women would have no other alternative but to fall back upon their savings with the bank as no alternative source of income had yet been offered the Government or donors.

Recommendations: The study recommended that to make the RMP more effective, supervision should be streamlined at all levels especially by the UP and Thana officials. 10 percent matching contribution should be deposited in due time by the UP, so that the programme could continue uninterrupted. Record keeping system of the RMP activities by the UP should be systematised, so that all the necessary information could be available there. Coordination among the UP, Thana level officials and CARE monitors should be ensured by holding periodic meetings to identify problems and to solve them. This could be a regular agenda in the monthly steering committee meeting of the district. The villagers should be motivated to cooperate in smooth running of the RMP. Supervisors including the UP Chairman and concerned officials may encourage them to facilitate the work by the women. Signboards should be immediately put up at the starting and ending points of the RMP roads which would act as a visual guide and information for all concerned. The study further suggested that steps should be taken to link the women with income generating activities as secondary source of income with the help of government and/or NGOs. The crew women may be given bank loans against their accumulated savings which could be invested for productive activities like rearing of goats, cows, establishment of small poultry farms, purchasing sewing machines, opening small shops, etc. 100 percent enrolment of school-age children of the RMP women should be ensured. Moreover, they should be encouraged to use water-sealed latrines and necessary materials could be provided free of cost by the Public Health Engineering Department; moreover their wages should be enhanced to Tk. 40/ per day of which Tk. 10/ might be kept in bank account as forced savings for the women.

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Grameen Bank in Employment Creation and Poverty Alleviation

Key Words: Grameen Bank; poverty alleviation; employment; income generation

Background: Unlike other government sponsored financial institutions, the Grameen Bank came forward to alleviate poverty of the landless people through income generating activities financed by collateral free credit. It addresses the deficiencies in the social infrastructure of rural communities, namely lack of institutional credit for rural poor who are unable to provide security. Over the time span of a decade, Grameen Bank has come out successful in alleviating poverty of its borrowers and making perfect recovery of credit advanced to them. This study therefore attempted to examine the management system of Grameen Bank; assess the employment created by it; and examine the role of the Bank in alleviating poverty of its borrowers.

Methodology: Both published and unpublished data have been used to document the role of Grameen Bank towards creation of employment opportunities for its borrowers. Help of books, research reports, journals, periodicals, booklets have also been taken to strengthen the analysis of issues addressed by the study. Income profile of the borrowers before and after the genesis of Grameen Bank was examined to assess the impact of bank activities on poverty situation of the borrowers. Simultaneously, employment status of the borrowers during the pre and post-Grameen Bank era had also been observed to examine whether it could make a significant headway in removing their unemployment. Moreover, interview with some key persons in the Bank's head office also constituted an integral part of the study.

Findings: The study revealed that the remarkable innovation of Grameen Bank (GB) is its savings programmes, which work as a safeguard against all unforeseen contingencies. The most predominant field management unit of GB is its branch offices which are spread all over Bangladesh. About 10 to 15 branch offices constitute an area office headed by an Area Manager. The zonal offices as the head for a zone consisting of five area offices are located in the district headquarters. The head office, the supreme authority of all subordinate offices of GB is linked to the government through a board comprising of the Chairman, the Managing Director, who is responsible for the overall management of GB, six Directors nominated by the government and four Directors selected from the borrowers. The employment created by GB is self-employment by nature. Breaking the ice of collateral, GB sanctioned an amount of Taka 1414.82 crores by 1992. It provided loan to an individual up to a maximum of Taka 5000 for income generating activities. The cumulative amount of housing loans disbursed and the number of borrowers, since its inception to 1991 figured at Taka 1,100.44 million and Taka 1, 18,717 respectively. In fact, GB had made significant headway in alleviating poverty through creation of gainful employment for its borrowers.

Recommendations: Bangladesh is entrapped with acute problems of poverty and unemployment. The magnitude of her poverty and unemployment is colossal and undermines its development efforts. Stark destitution blights the life of more than two thirds of her

population. Poverty is juxtaposed with unemployment where poverty is a both cause and consequences of unemployment. In the backdrop of the failure of government sponsored poverty alleviation programmes, Grameen Bank has created a startling example of poverty alleviation of the landless poor through its collateral free credit delivery system. This example could be replicated in other areas of development efforts.

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Divorce of Poor Women in Rural Bangladesh: Ten Case Studies

বাংলাদেশের গ্রামীণ সমাজে দরিদ্র মহিলাদের বিবাহ বিচ্ছেদঃ দশটি ঘটনা সমীক্ষা

Key words: Divorce; poor women; existing laws; consequences

Background: Most of the poor women of Bangladesh live in rural areas. Women in Bangladesh encounter innumerable difficulties, for example, traditional religious superstitions, social discrimination, illiteracy, lack of self-confidence, dependency on others, lack in leadership quality and ignorance of existing laws relevant to them, etc. A study found that 50% of the divorce occurred due to uncertainty of opportunities of employment and insufficient income to run the family. This study was undertaken to (i) examine the laws relating to divorce; to find out how they are being implemented and their consequences; (ii) study the real life situation of some divorced women, their efforts to live on, how much they are linked with the mainstream of the society; (iii) make those cases as useful training materials at BPATC; (iv) help to come up with realistic policy measures for women development and preventing violence against women in light of the studied cases.

Methodology: This research was a study on real life situation of the divorced women in Bangladesh. Dhaka, Manikganj, Bogra, Faridpur, Naugaon and Mymensingh districts were selected as study areas. Here 10 divorced/abandoned poor women of 20 – 40 age groups were selected through purposive sampling and interviewed directly from their living places with some specific questions structured earlier and they have given liberty to express themselves and those were also recorded to be accommodated in the cases. Moreover, their marriage registration papers, divorce-papers, applications for cases, laws and rules regulations relating to marriage and divorce were also reviewed as secondary sources.

Findings: The study, after analysing the cases, found that although one of the main strategies of the Fourth Five Year Plan of Bangladesh was to incorporate women's development into the mainstream of the development plan, the reality, however, proved contradictory. Innumerable variables like socio-economic, cultural, psychological and their interactions which influences our social life were also reflected in all the cases studied. Positive and negative roles, were significantly evident in case of divorce. Though positive changes towards women were observed among the enlightened and affluent section of the society due to their education and extension of opportunities, traditional negative attitudes towards them still exist in the rural areas where poverty and illiteracy are widespread. In this context, women are the frail, feeble and vulnerable individuals in the case of divorce. Though a significant number of laws and acts were formulated to help women but these cases did not provide any reflection of the effectivity of those measures. Moreover, existing dowry preventing laws could not make any change, as it was not being followed specially in rural areas. The cases disclosed that whenever any woman became victim of divorce – they were blamed guilty – nobody stood in their defence rather, everything from social pressure and the rural power-structure went against them. Due to illiteracy, poverty and lack of awareness, women of the cases studied were found ignorant about their legal and religious rights relevant to divorce. The role of media were not found so strong as compared to achieving

women rights as in other cases. Nevertheless, it was evident that women played a vital role in development as they were taking part in different activities of the government.

Recommendations: The study recommended to use these cases as training materials in different courses of BPATC. Other suggestions were (i) to make the people aware of the laws relating to marriage and divorce. In this regard the Ministry of Law, Justice and Parliamentary Affairs could publish leaflet/booklets and disseminate them through different government and non-government organisations and media; (ii) the Ministry of Women and Children Affairs and Directorate of Social Welfare could organise mass-movement against violence against women; (iii) husbands should be punished under the law when their wives were beaten by them; (iv) the persons (Chairmen, rural leaders) made responsible in the relevant laws regarding divorce should be more responsive and they should be motivated accordingly; (v) a module related to violence against women should be incorporated in those courses which are imparted for the officials/judges appointed for administering marriage and divorce related disputes. BPATC might take necessary initiatives in this regard; (vi) some clauses of the relevant laws (where applicable) could be amended to make them suitable and realistic. The Ministry of Women and Children Affairs and Law, Justice and Parliamentary Affairs may take necessary steps in this aspect; (vii) motivating and awareness building activities such as meetings, conference, drama related to marriage and divorce, etc. should be organised to motivate the illiterate mass of the country. The NGOs and human rights organisations working in the country could also play a significant role in this regard; and (viii) the lawyers' associations of the country could be motivated to play their positive role in marriage and divorce related disputes. The lawyers could provide legal assistance to poor women without any remuneration.

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Food for Works Programme (FFWP) and Women in Development (WID)

Key Words: Food for Work; Women in Development; social change.

Background: Food for Work Programme (FFWP) is a relief oriented programme, which started in the crisis period of flood and famine in the seventies, categorically recognised the social role of women for development. It has been proved that disadvantaged women play pioneering role in development by getting themselves organised as functional groups whenever they get an opportunity. This study was therefore undertaken to analyse the perception of women beneficiaries as well as of the people of study area about the usefulness and effectiveness of the scheme; to identify the socio-economic improvement of the target people (the women folk of Kanchpur and Sadipur Unions of Sonargaon Upazila of Narayanganj district); and to make some suggestions for formulating future policy options for women development.

Methodology: The study was confined in two unions (Kanchpur and Sadipur) of Sonargaon Thana of Narayanganj District. Information from both primary and secondary sources had been used here. Two sets of questionnaires were used to collect data. Interviews and observations methods were also followed. Moreover, the researcher had several sessions with the officials of the Directorate of Relief and Rehabilitation. Furthermore, books and printed materials were used as secondary sources. Univariate and bivariate tables had been prepared to correlate the relationships of different variables during processing and interpretation.

Findings: The study found that most of the women, working in FFWP belong to younger age group (25-30 years) and are divorcees and widows. The main cause of joining this programme is their extreme poverty. 76 percent of these women are illiterate while they are very eager to provide education to their children. It was observed that supervisors of FFWP were well-behaved which created a congenial atmosphere in the working environment. Most of these women opined that this programme benefited them as this programme had been able to remove poverty at least for a few months of the year. The women of these two unions had become self-confident. They had learnt to manage themselves and self-esteem had grown in them. The study, thus, showed that this was a successful project for women of the study area; viz-a-viz for all the poor women of Bangladesh. The FFWP had categorically recognised the social role of women for development and proved that disadvantaged women could play pioneering role in development by getting themselves organised as functional groups whenever they get the opportunity. This particular programme helped in a big way the rural women in reducing their age-old pangs of sufferings. As the programme seemed to have immensely benefited the women of the study area, at the same time it had caused some sufferinr too as many of FFWP's roads run over the land of both rich and poor people which called for proper planning and foresight in such future activities.

Recommendations: This study provided the government with the appropriate feedback in the light of the economic development of Sonargaon Thana and the development of women

of its two unions –Sadipur and Kanchpur through FFWP. Specifically, the study suggested that (i) the target people should be given the chance of identifying and finalising their own problems so that the villagers could share power; (ii) the Directorate of Relief and Rehabilitation needed to be geared up for better and intensive supervision of the programme and to be more effective for conscientization of people of FFW in this area. For example family planning campaign, education of children etc. could easily be incorporated in the existing programme; (iii) employment of local labour must be made mandatory in FFW projects and outside labours should not be included; and (iv) alternative arrangement should be provided for the off-season when the FFWP women have to remain idle.

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Assessment of Coordination Needs (ACN) in Administration: A Macro Study

Key Words: Coordination; interdependency; reforms;

Background: An integral part of management and organisation is coordination that is basically a function of interdependence. The nature and forms of interdependency determine intensity of coordination. If the interdependency changes, coordination also changes. In today's unipolar world, interdependency and competition between and within nations and organisations have greatly increased. This changed interdependent relations warrant determination of coordination needs. This study, due to the changed perspective, aimed to (i) identify intra and inter-organisational interdependence; (ii) determine impact of interdependence; (iii) find out major problems of coordination; and (iv) provide inputs for a more realistic and need-based coordination policy formulation.

Methodology: In conducting the study a structured questionnaire was designed to collect data in probing the research objectives. Conceptual model, however, were built on the secondary sources. The questionnaire was distributed amongst the participants of the 18th and 20th Senior Staff Course (SSC), 18th and 21st Advanced Course on Administration and Development (ACAD), and 11th and 13th Foundation Training Course (FTC). Out of 152 respondents, 108 responses were received and processed in this study. In selecting the respondents census method for SSC and ACAD and stratified random sampling method for FTC was adapted.

Findings: The study found high mutual intra and inter-organisational interdependence. This signified high intensity of coordination. It also established that inadequacy or lack of coordination had serious adverse effects on administration and development. The study further observed that motivation and length of services were negatively correlated. With the increase in length of services in a same post/level, motivation diminished. Reversed trends persisted in case of frustration. When motivation diminished frustration increased. Furthermore, in some cadres officers were more motivated and less frustrated than others because of better career prospects. Religion, ethics and values were identified as important motivators. Effectiveness of coordination greatly depends on the efficiency of communication; the study demonstrated that respondents did not have full powers in intra and inter-organisational communication. Diverse communication modes were preferred by diverse respondents. Telephone, though one of the cheapest and quickest means of communication, were least preferred due to individual attitudes, values, administrative norms and culture. Coordination became dysfunctional for lack of cooperation due to individual negative attitudes. Opportunity of interactions (free exchange of ideas and opportunity to meet with) amongst supervisors and subordinates were not fully explored. The study established the need for revision of the present rules, regulations and procedures. Furthermore, the study identified political interference as a major problem of coordination.

Recommendations: The study recommended for (i) more flexible coordination policy giving full freedom and autonomy to all officers (not below Class-I) for direct communication should be introduced; (ii) job description should be redesigned incorporating clear

coordinative roles and probable stakeholders with concurrent powers of coordination; (iii) more progressive and uniform promotion for all cadres and non-cadre should be introduced; (iv) religious and ethical subjects could be incorporated in training courses/modules and in schools, colleges and universities; (v) Class – I officers should be equipped with full powers of direct communication at all levels, if needed the Rules of Business should be revised; (vi) negative attitude and rigid administrative culture could be reshaped by establishing rule of law supported by strong judiciary; (vii) more stern disciplinary law (hire and fire, reward and punishment) supported by rule of law and strong judiciary and system of individual accountability could be introduced; (viii) subject area-wise committees/task forces of diverse groups were to be formed to modify present administrative and financial rules; (ix) the tall hierarchy should be replaced by a flat one; (x) computer-based MIS should be introduced for job monitoring and feedback system; and (x) the Office of the Ombudsman could be established.

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File and Records Management in the Secretariat: A Case Study of the Ministry of Commerce, Disaster Management and Relief

Key Words: Record management; computerisation; decision-making

Background: Files and Records are very powerful and effective means of decision-making, decision communication and implementing mechanisms. It serves various purposes as a warehouse of information. The better the filing and records keeping system in an organisation, the more efficient will be the work of the organisation. The study was undertaken to (i) evaluate the filing and record keeping performance in the selected ministries; and to (ii) suggest measures to improve file and record management system.

Methodology: This study was conducted through survey of opinions and examination of filing, record keeping and record destruction systems and the performance of ministries. Opinions have been collected from the Senior Assistant Secretaries, Assistant Secretaries and Section Assistants of the Ministry of Commerce and Ministry of Disaster Management and Relief and were interviewed with the questionnaires designed for the purpose. Besides, the files and records of 10 sections from both ministries were examined to determine whether these were properly opened and maintained; whether records were classified, consigned and destroyed as per the provisions of the Secretariat Instructions 1976.

Findings: The study found that in majority of the files examined, were in fact, created for disposal of cases and solving problems contained in the various kinds of correspondence received from outside. 55 percent of the files did not possess proper numbering; 20 percent files were not entered into the File Register and 25 percent files were not entered into the Detailed Index of Current Files (DIC) which is against established norms and procedures. Of the files reviewed, 12.50 percent did not have printed covers and 51.40 percent did not have all the printed columns filled-in; some of those columns remained vacant while some others contained incorrect information. Out of 200 of files, only 20 percent were found to have correct and appropriate catchwords. The old indisposed files of a year which are brought forward to the File Index Register of the next year required to be given new serial numbers but in practice this is not done in most cases. No section was equipped with the sanctioned number of office equipment that demonstrated the existence of poor arrangements for safe custody of files and records in the ministries. It was found in most cases classification of records is not maintained at all and when asked the reasons, 60 percent respondents remarked that the existing procedures for doing this is cumbrous and difficult as it involved a huge paper work and takes a lot of time.

Recommendations: The study recommended that (i) greater care should be taken for opening files, providing its headings, numbers, catchwords and entering these information into the relevant registers in due course; (ii) higher authorities should strictly ensure timely application of the existing procedures with regard to file opening, indexing and numbering, classification, consignment and destruction of records; (iii) existing procedures of

classification, consignment and destruction of records could be immediately simplified; (iv) a comprehensive study should be undertaken immediately to find out means for introducing a simple but modern file and record management systems; and (v) the feasibility of using computers for storing and retrieving information in the ministries could be examined.

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Misapplication of Public Servant (Discipline and Appeal) Rules: A Case Study

সরকারী কর্মচারী (শৃঙ্খলা ও আপীল) বিধিমালায় ভ্রান্ত প্রয়োগঃ একটি ঘটনা সমীক্ষা

Key Words: Discipline and appeal; misapplication; remedy

Background: In tune with the Article 133 of the Constitution of the People's Republic of Bangladesh 'Sarkari Karmachari (Srinkhala O' Appeal) Bidhimala 1985' was formulated. The *Bidhimala* (Rules) provides all provisions by which any government employee can be punished if s/he is proved guilty and at the same time if s/he thinks that s/he is misjudged appeal against decisions. But because of misapplication and absence of sincerity on part of the officials involved its prime objectives are not fulfilled, rather it has become a tool of tyranny or harassment. This case study was undertaken to (i) identify the areas where the said Rules were not being applied impartially and appropriately; (ii) identify the pattern of awarding suspension; (iii) examine the impact of improper and partial application of the said Rules on the future career of the public servants; and (iv) suggest measures for judicious application of the said Rules.

Methodology: Both primary and secondary data was used in the study. In collecting primary information, opinion was sought from 100 employees with the rank and status of Joint Secretary and equivalent to LDA through both closed and open-ended questionnaires. As sources of secondary information, 7 departmental case reports had been examined, identified 10 cases where the Rules was not applied appropriately and an example of awarding suspension was also reviewed under the study.

Findings: The study revealed that the Rules are not being applied judiciously and neutrally in significant number of cases. Responses on resolved cases reflected 27 percent wrong application of the Rules while correct application were found to be about 47 percent of the cases. The reasons for inappropriate application of the Rules were identified as the authorities applying the Rules are not well acquainted with it and they do not have the urge to apply it correctly but rather are guided by harassing attitudes. Why it was not applied impartially? The study found further that in cases the accused was given benefit or victimised illegally as there was no provision inside the Rules to punish the person applying it. In most cases, the real wrongdoer at appeal stages got freed from the penalty due to misapplication of the Rules and 'procedural defects'. On the other hand, innocent persons were harassed unnecessarily. The study further revealed that in awarding suspension the Rules were not followed in most cases. In many cases, the accused were suspended unnecessarily for trifle matters because of harassing attitudes. Furthermore, the study observed that biased and misapplication of the Rules and unnecessary suspension had adverse impact on the employees' future career and it lessened their efficiency.

Recommendations: The study recommended that (i) formal and on-the-job training could be arranged for those who are entrusted with taking disciplinary case disposal; (ii) to mitigate autocratic, irresponsive, biased and wrong application of the Rules all concerned should

made aware of the importance of its impartial, objective and judicious application; (iii) necessary rules and regulations regarding the misapplication should be circulated and disciplinary measures to be taken against those who were found liable; (iv) a time frame could be reintroduced for disposal of departmental proceedings.

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Honours and Master Levels Education System in Universities and Colleges: Quality, Problems and Prospects

বিশ্ববিদ্যালয় ও কলেজসমূহের স্নাতক (সম্মান) ও স্নাতকোত্তর পর্যায়ের শিক্ষা ব্যবস্থা: প্রকৃতি, সমস্যা ও ভবিষ্যৎ

Key Words: Decentralisation; higher education; teaching staff; dual administration.

Background: There are big differences in quality of education between universities and university colleges. The university colleges are struggling hard to achieve the goals they are entrusted with due to many reasons. This study was undertaken to (i) have a closer look into the background of introducing university colleges; (ii) review the present situation of education and its problems of the university colleges in comparison to the universities; and provide future directives; (iii) analyse the impact of dual administration and existing differences between higher education at the universities and university colleges; and to (iv) suggest some measures for policy decisions in higher education of the country.

Methodology: Different methods were used in the study; first, information from secondary sources had been reviewed, secondly views of the officials of concerned ministries, professionals were interviewed, and third, information was collected through administering pre-tested questionnaire. Three university colleges from three districts, namely, Eden Women College, Dhaka, Devendra College, Manikganj and Patuakhali College, Patuakhali have been selected for the study. The total number of respondents were 82 and they were selected on purposive random sampling. Moreover, the teachers involved in higher education and educational administrators were preferred as respondents.

Findings: The study found that the philosophy of introducing higher education at selected colleges could not achieve the desired goals. The reasons are: those colleges did not have any facilities as the universities have; there were hardly any training facilities on educational administration at home and abroad for teachers working at the university colleges and the university colleges are suffering from want of efficient teachers. Moreover, the same teachers are teaching the students of intermediate and higher levels at the same time which is not producing good results; even the university colleges were being discriminated in terms of teachers in quantity and quality. The university colleges were suffering from library facilities, educational equipment and opportunities to conduct research. The study found that centralised administrative authority and responsibility in educational administration and management as a great obstacle. The university colleges were delegated with so little administrative and financial authority that they were to depend on the ministry and directorate even for trifle matters. Furthermore, the university colleges were not inspected regularly and they were burdened with dual administration. In spite of the problems encountered by the university colleges, most of the respondents opined that higher education in the university colleges should to be continued.

Recommendations: The study recommended that (i) a policy guideline for university colleges should be prepared and its implementation should be ensured; (ii) intermediate level education should be withdrawn from the university colleges; (iii) the university colleges should be equipped, on priority basis, with adequate number of qualified teachers, teaching materials, library and well-equipped science lab; (iv) transfer of teachers should be confined within the university colleges; (v) discrimination and complexity in cases of promotion should be resolved; (vi) incentives should be provided for any special achievement; (vii) adequate financial support should be granted for producing quality textbooks; (viii) a central 'publication cell' could be established to reprint foreign textbooks in collaboration with the respective publishers, if possible; (ix) a uniform education system should be adapted and followed in all universities and university colleges in light of the national education policy and inflow of necessary information should be ensured for this purpose; (x) long and short-term training facilities and research opportunities in necessary cases should be offered to the teachers; (xi) to accommodate the prospective students in higher education a university college in each former district could be established; (xii) teacher-student ratio should be maintained during admission; (xiii) the number of teachers and employees should be harmonised in line with the need of respective colleges; (xiv) to ensure well and effective coordination among the ministry, directorate, National University and relevant local educational administration – all kinds of administrative complexities in higher education should be removed; (xv) a comprehensive education policy should be formulated which would reflect betterment of higher education in university colleges; and (xvi) necessary measures should be taken to drive out all violent activities from the university colleges.

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Management of Material and Human Resources: A Study of the Decision-Making Process

বস্তুগত ও মানবসম্পদ ব্যবস্থাপনায় সিদ্ধান্ত গ্রহণ প্রক্রিয়াঃ ঘটনা সমীক্ষা

Key Words: Human resources; material resources; management; decision making; creativity

Background: There are two vital aspects in Administrative Management, one is material resource management and the other human resources management. Decision-making is the key element in administering these two inter-linked aspects. At BPATC, especially in the Foundation Training Courses and in short courses designed for mid-level officials, Human Resources and Material Resources Management have always been an important aspect. The objectives of this study was to help participants of all courses of BPATC understand the problems and limitations in decision making in terms of human resources and material resources management process in government and autonomous bodies; to improve their analytical ability and to develop their efficiency to take decisions judiciously in complex and adverse situation.

Methodology: Mainly secondary information like books, government rules, regulations, files and related documents were used in this study. Mentioned cases were imaginary, as it has been the case of using personal names and in most cases institutional ones. The draft cases were distributed earlier to participants of various courses so that they could examine their usefulness and then they were finalized. The study covered three cases. The first case dealt with complicated procedures of post creation in development budget and their merger into revenue set-up. Second case focused on approval process of procurement of equipment (especially computers) for government offices and their maintenance problems. The third one highlighted the complexities relating to official leaves.

Findings: The study observed that (i) information and record management in public sector organisations of Bangladesh was very poor. Many important records were lost or found in times of need due to not following modern and scientific procedure; (ii) many decisions served the purpose of individual or group interests because of not institutionalisation of accountability; (iii) it was tradition in government offices to follow the precedences as there was little scope and worth of creativity; (iv) the decisions, sometimes were ambitious but not implemented due to lack of personnel, finance and earnestness; and (v) the interference of political or controlling organisations was found frequently, where the respective organisations have little to say.

Recommendations: The study suggested that (i) necessary information on relevant matters could be collected before taking any decision; (ii) suitable decision-making model could be formulated, if possible, for taking decision in time and systematically; (iii) opinion from relevant persons could be sought in every step of decision making; (iv) to make creative decisions - decision-maker's knowledge, creativity, judging intuition and leadership skills should get enough importance; and (v) it was necessary to think about whether the decision in consideration is worthy to be implemented or not.

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Industrial Pollution of Bangladesh: A Case Study of Tannery Industries at Hazaribagh, Dhaka

Key Words: Environmental pollution; unplanned industrialisation; threat to health & bio network

Background: For a developing country like Bangladesh, the conservation of environment is of paramount importance as the population and urbanisation are recording rapid growth. The capital city of Dhaka and the river Buriganga on which it stands is being contaminated in different ways. The principal agent is industrial pollutant coming down from the units established on its both shores. The Hazaribagh Tanneries amongst them happen to be a serious threat to health of residents of the entire region and to the aquatic organisms in the river. If this situation is allowed to continue, the region would gradually become unfit for residential use. This study was undertaken to observe the major industrial pollution of Bangladesh with special reference to Tanneries Industries at Hazaribagh, Dhaka. It examined the nature and impact of industrial pollution, and assessed the environmental consequences of proposed study area; found ways to reduce unacceptable impacts and suggested appropriate measures that suit the local environment and present clear options for mitigation of impacts and for sustainable environmental development that could be replicated in similar areas of the country.

Methodology: Information from both primary and secondary sources had been used in this study. The researcher made a number of visits to the tannery industries at Hazaribagh and had some interview sessions with the personnel involved with the trade. A set of questionnaire was also designed with specific objectives and distributed to concerned respondents to elicit their opinions in this regard. Relevant government officials were asked to express their views about pollution. In addition, informal interviews were conducted with workers, local people and residents of the study area. Besides, relevant books, journals, reports were consulted as secondary information.

Findings: The study found that there were 176 tannery industries at Hazaribagh with each tannery, on an average discharging 2.5 gallons of liquid waste daily. Each day, all these tanneries discharge about 2.5 thousand cubic liters of liquid wastes which find their way through various channels into the river Buriganga and other natural courses of water. On the other hand, about 40 tons of solid wastes from these tanneries were deposited per day on the open space or on the streets for eventual pickup which contributed to heavy pollution load, as well as generated obnoxious odour in the surrounding areas. Moreover, gases and suspended particulate matter (SPM) are also emitted into the air from these industries which exceed the international standards for annual average and the tanneries exhausts appeared as the major contributor to the SPM levels. Majority of the permanent residents were unhappy with the prevailing situation and viewed that keeping fat, separated flesh, blood and soil from hides in the open space was a single most factor for the pollution of water and air of the study area. In addition, they expressed their concern about the slowly bio-degradable material and toxic compound like chromium containing liquid and other inorganic compound seriously affected

the quality of drinking water. Most of the respondents and their family members particularly elderly people were suffering from respiratory diseases followed by bronchitis, skin disease, dysentery and headache.

Recommendations: The study recommended that the industrial policy needs to be revised providing due importance on industrial pollution. Environmental Impact Assessment (EIA) should be made compulsory for initiating any project. Countrywide effective pollution control programme should also be based on a planned strategy. Furthermore, government agencies could monitor ambient quality of gases and water and ensure adequate and reliable periodical monitoring programme. In addition, promoting indigenous pollution-abatement technology and creating design capabilities. Recognition of the industries maintaining the best environment protection by honouring them with national and departmental awards and make provisions to declare 'best industries of the year' for maintaining the effective pollution controlling measures. There should be stringent penalty system for non-compliance in conformity with the 'Polluter Pay Principle'. Existing industrial units which did not carry out modifications or corrective measures for pollution control suggested by Department of Environment should be severely dealt with and their licenses cancelled after the expiry of time limit.

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A Case Study of the Management Information System of Bangladesh Steel and Engineering Corporation

Key Words: Computerisation; inadequacy; MIS and DSS Network; management efficiency

Background: In Bangladesh many public sector organisations have already installed computers and some others are going to have them promptly. But if these computers are used only as the alternative of typewriters and for routine data processing that would be under-utilisation of the computer technology. Using computers in decision-making in addition to its routine work not only ensures proper utilisation of this modern technology but also increases management effectiveness and efficiency. This study was undertaken with Bangladesh Steel and Engineering Corporation (BSEC) as a case to (i) examine the composition and structure of its Management Information System (MIS); (ii) analyse the functions and uses of the BSEC MIS; and (iii) examine how the problems of BSEC MIS, if any, could be overcome.

Methodology: This study was based both on primary secondary data. Primary data was collected from BSEC with an appropriate questionnaire having both open-ended and closed questions. Further, the study made use of relevant theories and models on MIS and Decision Support System (DSS).

Findings: The study found that the Bangladesh Steel and Engineering Corporation (BSEC) were running a computer-based management information system although its hardware and software seems inadequate and the technology was far below current standards. The structure of its MIS was largely centralised. The set-up, however, was favorably positioned in the organisational hierarchy. The major function of the MIS was to generate information reports of varying frequencies and also occasional and demand reports. The corporation was getting a lot of benefit from these reports. A major tangible benefit was that it could generate its monthly MIS reports within one-fourth of the time that was necessary before computerisation. Obviously, this had been a significant achievement. However, there was still scope of further time reduction through automation of some of the currently manual steps, such as, collection of data from the subsidiaries, input preparation, etc. On-line facilities for data-base access and DSS use by user managers was non-existent, installation of which would lead the organisation to greater use of MIS and DSS facilities resulting in further improvements in its management efficiency.

Recommendations: The study recommended to (i) install an organisation-wide network having both MIS and DSS facilities and give all members of top and senior management terminals for accessing data and analytical facilities of MIS and DSS; (ii) in order to accomplish the above, a larger multi-user system with pentium server, 20 intelligent or dumb terminals and served by Unix operating system could be installed; (iii) a new MIS could be developed on a standard relational data-base management system software, such as, Oracle; (iv) the top and senior management officials might be trained in the use of MIS and DSS through a short in-house course.

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Role of Local Initiative in Alleviating Rural Poverty: A Case Study of Hilful Fuzul

Key Words: Poverty alleviation; local initiative; Religious ideology;

Background: Hilful Fuzul (HF) Samaj Kallyan Sangstha, an organisation engaged in poverty alleviation came into existence out of local initiative in Nalchithi and Rajapur Thana of Jhalakati district which mobilised funds from its members in the operation areas and extended credit and cooperation to the members who needed them. The present study was undertaken to examine different aspects of poverty alleviation programmes launched by the organisation (Hilful Fuzul). It tried to identify the special features of the approach, design and delivery system and explore the successes and failures of the programme and the causes behind them; examine the sustainability of the programmes and make some suggestive measures, if necessary, for better management of the organisation.

Methodology: For conducting the case study, a total of 50 beneficiaries, living in 8 villages of 3 Unions belonging to 2 Thanas mentioned earlier, were included as sample respondents. Besides, 20 non-beneficiaries and 10 officials' opinion were considered. To collect primary data from the beneficiaries and the people around random sampling method was followed and purposive sampling was applied in case of secondary information. Three sets of interview schedules were administered – one for collecting information from the beneficiaries, second for the non-beneficiaries and the third, for the personnel of the organisation. In addition, information not covered by those schedules had been collected with the help of a checklist and relevant records of HF i.e. its constitution, financial performance, audit reports and other concerned papers were also consulted.

Findings: The study indicated that activities conducted by HF are distinct from conventional approaches to poverty alleviation in terms of its sources of funds, delivery mechanisms and acceptance of Islam as its core ideology. Its financing mechanism based on indigenous/local sources ensured its activities to be self-sustaining particularly when the amount of transactions was found to be rapidly increasing. The delivery mechanism of HF were found to be more beneficial and humanitarian. It has been able to prove that a pro-poor approach might also work with the help, assistance and participation of people from all income groups. However, in spite of HF's strong points in alleviating poverty, it had some weaknesses as well in terms of relatively limited and late application of social activities along side the income generating activities and massive application of mark-up financing in conducting income-generating activities.

Recommendations: The study recommended that (i) successes of the HF could be discussed in wider forum and presented as a separate approach compared to other conventional approaches in poverty alleviation; (ii) HF could also expand other social activities particularly education, health, sanitation and forestation alongside its income-generating activities; (iii) the HF should apply financing modes as approved by *shariah* and reduce reliance exclusively on mark-up methods; and (iv) wage and means have to be identified in

order to initiate and increase the practice of profit-loss sharing modes, such as, *murshaharaka* and *mudarabah*.

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Success Story of Local Level Initiative: A Case Study

স্থানীয় উদ্যোগে উন্নয়ন সাফল্যঃ একটি ঘটনা সমীক্ষা

Key words: Local initiatives; people's participation; success

Background: In 1992, the Vitabaria Union Parishad of Pirozpur district undertook an unprecedented initiative, namely, '*Sthanyo Udjoge Unnayan*' i.e. development with local initiative and almost at the same time, the district administration of Lalmonirhat initiated another good venture—'*Lalmonirhat Sarbik Shaksharata Aandolan*' (*Total Literacy Movement*). This was considered very important to the BPATC authority and they took measures to study those local development initiatives and their impacts. This study was the outcome of that interest and its main objectives were to examine those exceptional initiatives, their activities and duration, and to find out whether these sorts of programmes were worthy to be replicated in other localities of the country.

Methodology: In case of Vitabaria Union Parishad's project both primary and secondary sources were used. To collect information informal interviews were taken with people related to the initiative and to observe the case closely and extensively the researchers have toured the spot twice. The secondary sources of information were the files of the said Union Parishad, its income and expenditure, planning schemes and many other related papers. And in the Lalmonirhat case informal interviews with local people, beneficiaries, professionals, local elite, government servants working in the region were sources of information of this study and the documents furnished by the district administration of Lalmonirhat and related books were used as secondary sources of information.

Findings: The study indicated that the Vitabaria initiative was effective for people of the locality and it could be an example to follow for the rest of rural areas of Bangladesh. The initiative was struggling to achieve its desired goals because of having no legal acceptance by the local authorities. Because of this initiative the number of criminal cases in the Union has gone down nearing zero. If it could be run smoothly the Union would be self-sufficient within 10 years. The second case indicated that as like other districts of Bangladesh Lalmonirhat was also suffering from illiteracy and this literacy movement had brought a fundamental change in the mindset of the local people who became a part of this movement in spite of its bureaucratic nature of implementation. Certainly, it might be termed as a success story because when it had closed down the literacy rate of Lalmonirhat had reached at 85 percent which was just 25 percent while it started.

Recommendations: Service, labour and leadership devoted to society is not possible by formulating and enforcing laws- which had spontaneously emerged at Vitabaria Union. The study advocated that if the case could be replicated with necessary modifications it could bear further benefits to the people. Successes of the second case i.e. Total Literacy Movement in Lalmonirhat could be further evaluated to understand to what extent the initiative actually achieved success and whether it was replicable.

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Institutional Credit Programme for Rural Poor: A Study on Rural Development-12 Project

গ্রামীণ দরিদ্রদের জন্য প্রাতিষ্ঠানিক ঋণ প্রদান কর্মসূচী: পল্লী উন্নয়ন-১২ প্রকল্পের উপর একটি সমীক্ষা

Key words: Rural poor; institutional credit; Rural Development-12 Project

Background: Bangladesh Rural Development Board (BRDB) is one of the most influential government lending institutions in Bangladesh lending outside the agricultural sector and to those helpless people who are unable to manage collateral. Starting from the 1970s it launched many credit programmes, amongst them the Rural Development-12 Project was the most significant, which was then working in 139 Thanas by providing institutional loans. The study was undertaken to scrutinise how the people are being selected to sanction loan; how the *samitees* (groups) are formed; training provided and received and the mode of self-employment. It also studied the loan allocation process; utilisation and refund process along with effect of credit on persons and institutions. Moreover, it covered the project performance, its successes and failures and tried to identify the hindrances and recommend necessary measures.

Methodology: The Rural Development-12 Project was being implemented in five greater districts, namely, Mymensing, Bogra, Dinajpur, Khulna and Barishal which were divided into 17 new districts later on. Four new districts were selected from the greater districts, namely, Mymensing, Dinajpur, Khulna and Barishal through multi-stage random sampling. The selected new districts were Mymensingh, Panchagarh, Satkshira and Jhalukathi; then four thanas, namely, Mymensingh Sadar, Boda, Kalaroa and Nalchithi were selected from these districts through random sampling. Total 200 respondents, of three categories, specifically – 80 from *Mahila Bittahin Samabay Samitee* (MBSS), 80 from *Bittahin Samabay Samitee* (BSS) and 40 from poor man/woman who did not take any formal and informal loan were selected. Information were collected through interview schedule and related documents of Rural Development-12 Project offices have been reviewed. Different types of *samitee* (group) members, their profession, present financial condition, conditions of their residences, how they are using their yards, drinking water and sanitary situation, education of the children – everything was inspected. Then, collected data was processed with univariate and bivariate tables manually and general statistical tools like percentage, average, etc.

Findings: The study found that people from 18–50 age groups are eligible to get loans from this project; most of the disbursed loans are being used in cattle rearing in case of women and small trading in men; around 92 per cent of the borrowers do not own 0.50 acres of land. 44 percent borrower's family size of 2–4 members indicated the success of family planning programme at the village level. It seemed that though the *samitee* (group) members were united in a group and also running their business but those were not in most cases well coordinated and in fact they were not getting necessary support from the project officials. For this reason the programme could not flourish as a social movement. Loan sanctioning process

A Case Study of the Management Information System of Bangladesh Sugar and Food Industries Corporation

Key Words: *Computer technology; MIS; management efficiency*

Background: In today's world computer is inevitable equipment for any office. In Bangladesh many public sector organisations have already installed computers and some are going to have them promptly. But if these computers are used only as the alternative of typewriters and for routine data processing that would be under-utilisation of the computer technology. Using computers in decision making in addition to its routine work not only ensures proper utilisation of this modern technology but also increases management effectiveness and efficiency. This study was undertaken to examine the composition and structure of the Bangladesh Sugar & Food Industries Corporation (BSFIC) Management Information System (MIS); analyse the functions and uses of the BSFIC MIS and identify the problems which, if any, may be overcome.

Methodology: The study was based on primary data which was collected from BSFIC. An appropriate questionnaire having both open-ended and closed questions was used to collect data. It also made use of relevant theories and models on MIS and DSS.

Findings: The study found that BSFIC deserved appreciation for the fact that they were running a computer-based management information system although they did not have a set-up of computer professionals to do this. They did not have organisation-wide MIS network, much needed for such big organisation to use updated information about production, marketing, inventory in accomplishing their day-to-day activities. The structure of BSFIC MIS was largely centralised which functioned to mainly generate information reports of varying frequencies and also occasional and demand reports. It was making considerable uses of the reports. A major tangible benefit, according to some of its officials, had been that they could generate their monthly MIS reports within one-twelfth of the time than before computerisation.

Recommendation: The study made some recommendations suggested that (i) an organisation-wide MIS and DSS network should be installed and all members of top and senior management should be facilitated with terminals for accessing data and analytical facilities of MIS and DSS; (ii) in order to achieve the above a larger multi-user system with pentium server, 28 intelligent or dumb terminals and served by Unix operating system could be installed; (iii) a new MIS may be developed on a standard relational data-base management system software, such as, Oracle; (iv) the top and senior management officials should be trained in the use of MIS and DSS.

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Dhamrai Thana: A Case Study

ধামরাই থানা: একটি থানা সমীক্ষা

Accountability; transparency; indifferent to people's

Development is people's effective participation. It is possible only through interaction with civil servants. To maintain transparency in implementation it is necessary to be accountable to people. In the colonial period this was not the case. These days it remains just as a slogan. The study examined the relations between civil servants and people, the perception of civil servants on public participation, the relations among civil servants and finally the working environment and analysis.

The study was conducted in this case study. The total number of respondents were 40. The respondents were selected through purposive sampling. The respondents were selected about the working environment of civil servants they are confronting. Secondary sources like books, newspapers and journals, periodicals, files and documents published by BPATC were also studied.

The study found that the civil servants working at Dhamrai Thana were not supporting the development work and were not transparent; (ii) the hindrances to development were the responsibility of public servants, weak political situation; (iii) most of the administration was not transparent and civil servants rarely interact with people. The study found that various categories of people usually come to the government offices were always time-consuming and the government employees opined that the study found that government employees were not transparent; (viii) the people's perception of public servants at the roots level were not dutiful, were not transparent and the standard was below average and they opined that the public servants of this Thana were neglected in comparison. The study found that the civil servants were 'totally indifferent to the people's

Mass Interaction of Civil Servants of Dhamrai Thana: A Case Study

ধামরাই থানার সিভিল কর্মচারীদের গণসংযোগঃ একটি ঘটনা সমীক্ষা

Key Words: People's participation; accountability; transparency; indifferent to people's interests

Background: An important pre-condition of development is people's effective participation in activities launched by the government which is possible only through interaction with civil servants especially at the field level. To maintain transparency in implementation it is essential that implementing authority should be accountable to people. In the colonial period these people were always neglected and even in these days it remains just as a slogan. Therefore, this case study was undertaken to examine the relations between civil servants and the people and their representatives; to explore the perception of civil servants on public relations and media; understand the nature of inter-relations among civil servants and finally recommend necessary measures on the basis of observation and analysis.

Methodology: Mainly primary information was used in this case study. The total number of respondents were 100 which included government officials working in Dhamrai Thana (10), employees working at Thana Sadar Union level offices (20), people's representatives (10), local elite, professionals and common people (60). The respondents were selected through random sampling. In addition, the study also inquired about the working environment of respective offices, services they delivered, problems they are confronting. Secondary sources like bureaucracy and communication related books and journals, periodicals, files and information and reports of workshop and research conducted by BPATC were also studied.

Findings: Major findings of the case study were (i) the civil servants working at Dhamrai Thana spent most of their times in dealings with files, supporting the development work and service delivery and special duties such as protocol duty; (ii) the hindrances to development of the Thana were lack of proper planning, irresponsibility of public servants, weak infrastructures, backwardness in education and detrimental political situation; (iii) most of the respondents (82.85 percent) opined that the Thana administration was not transparent and accountable to anyone; (iv) it was found that public servants rarely interact with people through direct visits to the villages; (v) although, various categories of people usually come to government offices for many purposes, their trips were always time-consuming and harassing and in most cases resulted in vain; (vi) the government employees opined that relations amongst the offices there were formal; (vii) the study found that government employees were very much conservative in delivering information; (viii) the people's representatives thought the officials serving at grass-roots level were not dutiful, were corrupt, bureaucratic in attitude and their performance standard was below average and they felt uneasy to work with them; (ix) the common people opined that the public servants of this Thana mostly served the influential people and poor farmers were neglected in comparison. Of them 80 percent believed that public servants were 'totally indifferent to the people's interests'.

Recommendations: The study recommended that (i) the civil servants of the Thana should be informed about the problems of the villagers through frequent visits and measures to be taken accordingly; (ii) supervision in all activities should be strengthened; (iii) government employees' participation should be strengthened to make them aware of raising the literacy rate of the locality; (iv) administrative accountability in all phases should be ensured; (v) information about all development activities of the Thana should be made known to the people and the media on weekly and fortnightly through meetings; (vi) people of the locality should be informed about annual programmes of the Thana at the very beginning of the year; (vii) the Deputy Commissioner could visit each Union to make the officials/employees accountable; (viii) the people's representatives should be involved in the development activities and campaign on citizen's rights could be arranged; (ix) training programmes on mass interaction should be organised for the employees of the Thana to enrich their thinking on the issue; (x) eliminate corrupt tendencies among the officials and employees of the Thana; (xi) people should be made aware of the public servant's duties and responsibilities and necessary punitive measures taken against any irregularities, and at the same time the government employees' pay and salaries should be increased reasonably and steps to be taken to raise up their ethical values; (xii) the media working at the Thana should have to be more responsible while collecting and delivering information and they should be neutral and and the media should appoint such correspondents in Union level; and (xiii) concerted efforts from the part of the public representatives, government officials and employees of District to Union levels were needed for elimination of ambiguity and indecision in administration.

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On-the-Job Training

Key Words: On-the-Job Training; planning; needs assessment; utilisation; evaluation

Background: It is widely recognised that institutional training is not adequate to develop human resources of an organisation. Institutional training tends to be good in teaching the science of management, but weakness in teaching the art of management that should be supplemented by on-the-job training (OJT). This study was undertaken from that point of view to examine the relevance of OJT in developing human resources in bureaucracy and examine the present state of OJT given in the Collectorates (Office of the Deputy Commissioners at the district level). Moreover the study tried to identify the areas of its deficiencies and weaknesses and to find out ways and means for improvement of the standard and quality of existing OJT programmes.

Methodology: The research methodology of the study included literature survey, opinion survey, and exchange of ideas with civil servants, trainers and NGO workers and visit to the concerned agencies. The state of OJT in Bangladesh and in the neighboring countries had been reviewed from a comparative perspective. To collect information from various sources a set of questionnaire was designed and distributed amongst the respondents and collected information was compiled using simple tabular format.

Findings: The study found that most of the supervisors were not competent enough to supervise the OJT of their junior officers, and 40 percent supervisors had no knowledge of OJT. Only 54 percent thought OJT as an integral part of their duty. In terms of training environment, some replied that they could not find a room to accommodate such training. In 40 percent cases, the OJT programmes were not well planned; there was no lesson plan in 40 percent cases; while in 54 percent cases the supervisor did not bother and a serious drawback was explaining the OJT in details to the trainees. Although the trainees were themselves serious, demonstration was not sufficient, recognition was not adequate and the programmes were not properly evaluated and due to absence of follow-up or further training needs assessment.

Recommendations: The study recommended that to raise the position of the civil servants in the eyes of the public on-the-job training for the new-recruits should be carried out properly and effectively. As the effectiveness of OJT depends on three partners, namely, the supervisors, the trainees and the clerical staff of the Collectorates - the supervisors' capability on OJT should be enhanced to motivate the new-recruits. A pool of OJT trainers should be created from among the mid-level officials to conduct effective in-house training programmes for developing human resources in the public service. Furthermore, there must be some well-administered in-house arrangement of OJT to train the new entrants as they learn to perform their tasks.

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Human Resource Planning at Local Level

Key Words: HRP at local level; need assessment; career prospects

Background: This study was designed to assess and forecast the human resource needs of the local units of administration i.e. Thana Administration. Variables related to the study were – human resource profile such as employment and educational background, task structure, age distribution pattern, work experience, appointment and promotions; and Human Resource demand such as transfer, motivation and frustration, task analysis, work plan etc. Its main objectives were to assess adequacy of the present human resource demands of the Thana administration; determine actual human resource demands and to design appropriate human resource demand model for Thana administration.

Methodology: The study was basically exploratory and evaluative in nature founded mainly on primary information. A comprehensive structured questionnaire was designed to create fresh data in probing the research hypothesis. Conceptual model, however, was built on the secondary sources. Random sampling method was applied in selecting respondents and purposive sampling in case of selecting sample location. Statistics presented in this study were the contribution of 62 respondents of Savar and Dhamrai Thana of Dhaka district. Moreover, the flexibility in human resource planning and as a measure, statistics on respondents' age distribution pattern, work experience, retirement schedule, inter-organisational transfer, attrition and leave/absence rate were analysed.

Findings: The research results indicated net overstaffed structure within 35-45 percent range, daily and weekly actual mean work accomplishment of 3.2 hours and 17.1 hours as against net standard 6 and 34 hours per person respectively. Per capita development fund ratio showed declining trend and Taka 2939/ revenue fund was incurred to manage a development fund of Tk. 333/. Moreover, the human resource had great potential to raise the productivity levels by 72.1 percent. Further, the result portrayed total 7.51 percent slags in forecasting human resource demands.

Recommendations: The study recommended that excess staff of the Thana administration should either be deployed elsewhere or their jobs be redesigned. The functions of the Thana administration should be restructured and power also to be decentralised accordingly. All employees of Thana administration could be grouped according to core and non-core staff; the non-core staff could be appointed on contractual basis while the core staff (particularly Class – I officers) on permanent basis. Comprehensive job analysis studies should be undertaken to design need-based training curricula and simplify work procedures. Job description should formalise staff accountability directly to people's representatives. Human resource demand forecasting effort must have 7.51 percent allowances to accommodate attrition, leave/absence and other slags for Thana administration. Thana administration should be given more funds for development activities. A separate human resource transfer policy and attractive benefits with career opportunity for efficient staff should be introduced.

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Case Study on Public Sector Training Institutes [40 Institutes]

Key Words: Physical and infrastructural capacity; personnel strength; performances; curriculum and applied training methodologies; financial supports

Background: There were more than four hundred government training institutes in the country. Among them 41 institutes were selected by the Ministry of Establishment and BPATC was requested to perform survey on all of them and make a report. Out of 41 institutes, the 'Bangladesh Rifles Training Institute' could not be covered because of the institution's reluctance and as a result 40 institutes were studied. The main objectives of the study were to compile basic information on the training institutes, how they were performing, their overall strengths, the problems they were experiencing and suggest some measures to combat those.

Methodology: The study collected basic data of 40 public sector training institutes along with a brief evaluation and recommendations for each and every institute separately. Almost all large and prominent training institutes had been surveyed through a structured questionnaire which covered all the training institutes' background, their objectives, physical and infrastructural capacity, present performances, curriculum and training methodologies, personnel strength, financial supports, etc. Observation method were also used to understand the situation of the training institutes.

Findings: The study found that most of the training institutes were running in age-old fashion; lacking in infrastructural capabilities, modern training equipment, sufficient budget allocation, efficient personnel and even allotted posts were lying vacant for long. Moreover, most of them had little power of their own to carry out a major activity independently..

Recommendations: Considering those weaknesses, the researchers suggested that the training institutions should be facilitated with required infrastructural options. They will have to be provided with sufficient budget allocation in due course. They should be equipped with skilled manpower and equipment and sufficient power should be delegated to them so that they could run with ease. The researchers commented in their report as regards the public sector training institutes there was no compiled basic data or profile regarding them with the Ministry of Establishment or the National Training Council. The report, therefore, could be treated as 'Bench Mark Survey' or 'Base-line Data' in the field of public sector training.

Efectiveness of the Use of Audio-visual Aids in Training: BPATC Perspective

প্রশিক্ষণে অডিও-ভিজ্যুয়াল পদ্ধতি ব্যবহারের কার্যকারিতাঃ বিপিএটিসি পরিপ্রেক্ষিত

Key words: Audi-visual equipment; necessity; usefulness.

Background: Training is the most important tool of Human Development. Now it has become quite sophisticated that some audio-visual support is very much necessary to meet desired ends. This study therefore, aimed at assessing the needs of audio-visual equipment, how much a successful trainer was in need of those equipment, how those effect on the audience, identify the inconveniences to its application and finally to suggest some measures to overcome the weaknesses if identified.

Methodology: Both primary and secondary sources of information had been used in this study. Primary information was collected from 110 respondents from prominent training institutes and those included the trainers, trainee officers, through structured questionnaires and the books and printed materials were consulted as secondary sources.

Findings: Major findings of the study were that 99 percent participants responded that audio-visual aid was necessary in training; 22.78 percent of the total respondents opined that to become a successful trainer and to make training more usefu, audio-visual support was needed. The audio-visual aids which was being used in different training programmes was not enough according to most of the respondents (67.27%); moreover, it was very much necessary in producing training materials on such aids.

Recommendations: The study recommended that (i) the audio-visual equipment should be handled with due care; (ii) the trainers should have proper knowledge to use those equipment; (iii) there should be a clear guideline for using those ones; (iv) people operating the audio-visual apparatus should be trained to make them efficient and the equipment more effective; (v) a training/audio-visual lab should be established with the equipment waiting at the Store of Audio-visual section where the trainers and audio-visual personnel could be trained up; (vi) the class rooms should be equipped with modern audio-visual aids; (vii) a stock of training materials should be estimated according to annual demand; (viii) for better audio-visual support all the units of the Section should be placed in a same floor which should be air-conditioned; (ix) the Photocopy unit should be equipped with efficient staff; and (x) the personnel working at the Audio-visual Section should be motivated by providing technical allowances and their promotional opportunities could be expanded.

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Improvement of Qualities of Living Standard of Class IV Employees of BPATC

বিপিএটিসির চতুর্থশ্রেণীর কর্মচারীদের জীবনযাত্রার মানোন্নয়নঃ একটি সমীক্ষা

Key Words: Human Resource Development; living standard; insufficient facilities.

Background: The ultimate goal of development is to develop the living standards of people. As Human Resource is a primary variable of development for organisational development, the people working within should count first. In BPATC, HRD has always been an important issue as papers had been produced on it but the living standards of the Class-IV employees had not been examined so far. This study, therefore, was taken from that point of view to observe and analyse how those poor employees were passing their days and to find remedies which could be helpful for themselves and for the Centre as well.

Methodology: In implementing the study, information from both primary and secondary sources had been used. Information was collected from 100 Class-IV employees out of 227 through questionnaire, which was pre-tested earlier by some experts inside and outside the Centre. The sources of secondary information were Service Rules of BPATC, related files and some books and documents. In addition, to have an idea of employee's actual living conditions some of their residences have been visited.

Findings: The study found that most of the Class-IV employees did not get education beyond class eight. Majority of them are married and male – female ratios of the families were almost equal and average number of their children were 2.83. Sixty-nine percent of them were living in BPATC staff quarters; where the average number of inhabitants in a residence was seven (7) just enjoying a space of 65.84 square ft. per head. There was a provision for one-burner oven in their kitchen which created lots of problems inside the walls, especially in cases of improvised accommodation. There was no provision of fans in their dining spaces. Four-fifths of the children of the employees were attending the BPATC School. In November 1996 some members of almost all the families suffered from illness. According to them the doctor working at the clinic was affectionate and good but clinical facilities and services were poor. The average monthly income (Taka 704.20) of the employees was far below the average national monthly income (Taka 1000.3) which meant naturally that their average monthly expenditure was substantially below the national figure. They spent only Taka 11.59 to meet the per-head calorie needs per-day in comparison to minimum calorie need which costs Taka 14.55 at current market price; in other words, they were leading a pitiable life, though they are working in an apex training institute of the country.

Recommendations: The study suggested that to improve the living standards of BPATC's Class – IV employees following measures should be taken: (i) existing residential facilities should be extended; (ii) stipend opportunities in BPATC school could be extended especially a specific portion of which could be reserved for the Class – IV employee's children and free primary education could be provided to those employee's children who have only two children; (iii) to raise health-awareness among their family members a day should be

observed as 'health awareness day' in the Centre. In addition, the doctors working at BPATC Clinic could visit their residence once in a month and the existing facilities of the Clinic could be improved; (iv) vocational training and credit for the employees and their spouses to facilitate additional income could be introduced; (v) help them to organise cooperatives; (vi) considering the education of their family members, involvement in income generating activities, cleanliness and health awareness – 'a best family' could be declared with a honorarium of Tk. 1000; (vii) their overtime bill should be given following existing government financial rules, rather alternating their refreshment bill of Tk.15/ per day; (viii) necessary steps should be taken to expedite the approval of the proposed pension scheme for the employees; (ix) the procedure of giving loan from the Contributory Provident Fund should be made parallel to the Government Provident Fund; (x) the Clause 31 of the Schedule of Service Rule of BPATC could amended; and (xi) the Centre could recommend to the Government for increasing of salaries of Class – IV employees in conformity with the market.

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Designing Curricula of BPATC Short Courses: A Case Study

Key Words: Curriculum designing; need assessment; skill-driven;

Background: Curriculum designing is one of the core functions of training management. BPATC designs and organises both career planning and short specialised courses. At BPATC, many research studies on training needs assessment and curriculum designing have been conducted so far, with almost all of them centered on career planning courses, but unfortunately short courses received scanty attention. This research study was undertaken to explore respondents' opinion on the course contents, training needs, training priorities of BPATC organised short course. Its main objectives were to review and analyse the course contents of the current short courses of BPATC; to analyse the time invested in each course/topic and to recommend measures for improvement.

Methodology: This research work was mainly based on primary sources of data. The course contents of the short courses organised by BPATC were reviewed and analysed. Seven sets of questionnaires were designed for different clientele groups. Each questionnaire contained some common questions and some specific questions for specific respondents. The conceptual model of the study was built on the secondary sources of information. In selecting respondents, both census and random sampling methods were adopted, and where participant's actual turn-up was more 25, random sampling was adopted and where turn-up was 25 or less census method was applied.

Findings: The study found that the course contents designed by BPATC's faculty members were mostly knowledge driven rather than skill driven. Respondents performed diversified tasks which covered 32 major areas. Most of the courses designed and organised by BPATC proved relevant to respondents' job/career/cadre/department and course contents of all the short courses proved to be significantly relevant. The duration of the short courses were inadequate in comparison to session topics. The session overload diminished participants' learning. The study further viewed that development of knowledge needs were higher than that of skills and attitudinal needs. Effective utilisation of earned knowledge and skills to a greater extent depended on ethics, morality, attitude and human relation skills.

Recommendations: The study recommended that (i) considering the diversifying tasks of the respondents more new short courses could be introduced and/or modules on General Management, Human Resource Management, Project Management and Revenue Administration could be redesigned; (ii) nomination procedures, curriculum planning and training methodology must be synchronised with respondents' job demands; (iii) 46 topics of heterogeneous nature proposed by the respondents might be reviewed and introduced in appropriate short courses; (iv) courses which have been rated least relevant may either be deleted or nomination procedures might be readjusted to accommodate most relevant clientele groups; (v) existing topics demanded extension of the course duration with concurrent changes in training methods; (vi) BPATC in determining course objectives,

course contents, duration and training methodology must consider developmental needs of the respondents; and (vii) components on ethics and morality could be introduced in most short courses.

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Increasing Effectiveness of the Senior Staff Course of BPATC: A Study of the Curriculum and Methodology

Key Words: Curriculum; training method; effectiveness; central theme

Background: The Senior Staff Course (SSC) is a core training programme of BPATC. The clientele of this course are officers of the level of Joint Secretaries to the Government and their equivalents in various departments, autonomous bodies and the armed forces. The three month long SSC is in fact a legacy of a similar course conducted by the erstwhile Bangladesh Administrative Staff College. The study reviewed the curriculum and existing training techniques of the Senior Staff Course (SSC) of BPATC with a view to provide participants an opportunity for deeper understanding of the complex working situation and enable them to cope with the challenging demands of a changing society and to take appropriate decisions promptly, and to recommend some suggestive measures for increasing effectiveness of the course.

Methodology: The researchers utilised both primary and secondary sources of information. Responses of some selected ex-participants of different Senior Staff Courses were received through structured questionnaires. In addition, suggestions of the selected trainers and high-ranking civil servants were assembled and the participants of the Twenty-Third Senior Staff Course presented three syndicate papers on the effectiveness of the said course and those papers have also been consulted for the purpose of the study.

Findings: The study identified that the existing course objectives gave an impression that they are too many in number, ambitious, and difficult to achieve. Therefore, the course should have a precise and focused set objectives. Two broad areas - Public Administration and Development Economics were adequate and the size of modules and topics were appropriate. The respondents also considered the present duration of the course was just right. They thought that the SSC should continue to have a central theme and they emphasised on case studies and properly guided syndicates as training methodologies. Seminar papers of the participants also needed adequate guidance and support. They further suggested that the foreign study tour should remain as an integral part of the course with a provision to bear its expenses from the revenue budget.

Recommendations: The study recommended that (i) the SSC should have a precise and focused set of objectives to make the participants feel that they, together with BPATC could achieve those objectives; (ii) course contents should be revised on a regular basis and a limited number of sessions could be left open, to be determined in consultation with the participants; (iii) either participants should be selected on the basis of their relevance to and interest in the central theme or the central theme might be finalised in consultation with the participants; (iv) BPATC should conduct and adapt adequate number of case studies which could be used as training materials; (v) syndicate exercises should be properly guided by internal resource persons; (vi) adequate guidance and support should be provided for making

the seminar papers more professional and fruitful; (vii) the foreign study tour should remain as an integral part of the SSC; (viii) measures should be taken to link the SSC with the career development of concerned officers; (ix) adequate and immediate action should be taken for developing the BPATC's faculty, improving the quality of support services; and (x) the National Training Council should be activated to monitor the effectiveness of different courses and the National Training Policy should be updated.

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Environment Development by Tree Plantation of the Training Institutes with Special Reference to BPATC

Key Words: Deforestation; environmental hazards; conservation

Background: The environmental threats posed by the alarming deforestation in Bangladesh and the concern about serious consequences of global environmental degradation have been articulated by the press, international agencies and NGOs. Recurrent droughts, floods, cyclones and many other climatic hazards has convinced the government to be proactive in protecting forests and trees, which led the researcher to undertake this study. The purpose of this study was to examine environment development by tree plantation of Training Institutes with reference to BPATC. It also attempted to identify the cause and effects of plantation; understand the role of trees in developing a eco-friendly environment; and to initiate tree plantation as a movement that would provide an integrated approach for environmental development and conservation.

Methodology: Both primary and secondary sources of information have been utilised in the study. Field visits enabled the researcher to observe and understand the extent of the issue. Two sets of questionnaires have been used for collecting data; one for local experts and professionals of tree plantation and forest and the other for the selected staff of BPATC associated with plantation. In addition, formal and informal meetings with government and non-government officials were held to assemble necessary information. Moreover, relevant books, journals and articles have also been consulted as a source of secondary information.

Findings: The study found that the plantation programme of BPATC should be strengthened and continued. In planting trees, environmental and aesthetic aspects were to be given more importance than that of its economic value. A comprehensive master plan was suggested for plantation in the campus to avoid wastage and duplication and the plan should be approved by the BOG to be followed continuously. The study further found that a high transmitting centre of Radio Bangladesh situated outside the Southern walls of the Centre and innumerable vehicles, running on the Dhaka-Aricha Highway are producing dangerous pollutants which could be minimised through planned tree plantation in BPATC.

Recommendations: The study recommended that (i) tree plantation programme of BPATC should be strengthened and continued; (ii) while planting various species of trees environmental as well as aesthetic aspects were to be given more importance than that of its economic values; (iii) both wood and non-wood types of trees should be planted and selection must be on the basis of location and purpose of plantation; (iv) a comprehensive master plan for plantation in the campus covering both short and long-term could be formulated in order to avoid wastage and duplication of work as well as to avoid the individual and group interests; (v) the plan should be approved by the Board of Governors of the Centre and to be followed continuously; (vi) to mitigate environmental pollution a shelter-belt could be installed around the 54 acres of the Centre by plantation of trees having

dust and sound absorbing capacity which would convert the Centre into a eco-friendly habitat.

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Collection, Compilation and Editing of Reading Materials of Foundation Training Course

বুনিয়াদি প্রশিক্ষণ পাঠ্যক্রমের রিডিং ম্যাটেরিয়াল সংগ্রহ, সংকলন ও সম্পাদনা

Key Words: Training materials; updating; compilation

Background: The most important amongst core courses conducted by BPATC is the Foundation Training Course (FTC). In this course, not only participants are very large in number but training materials used in this course is of diverse nature. For the first time, an attempt has been taken to compile the training materials used in FTCs.

Methodology: For this study handouts of seven modules of Foundation Training Course have been collected, scrutinised and compiled.

Findings: The study identified that in some cases training materials were not preserved. However, the scrutinised training materials indicated that Module-1 comprised of different issues on Women and Child development and those covered global and local perspective of women development, child rights charter along with their nutrition, diseases and their remedial measures. Module-2 encompassed seven handouts on Bangla language which dealt with problems of its use in different offices; grammatical concepts, etc. Module-3 focused on computer training with due importance. Module-4 presented just the paper on oral presentation programme which elucidated the total programme along with its usefulness. Module-5 discussed on the Village Study Programme. Module-6 explained about extension lecture and why it was introduced; and Module-7 was related to sports and physical exercise and comprised of 9 handouts that gave an overview of some particular games.

Recommendation: The study suggested that the handouts preserved so far there had ample scope for editing, revision and enlargement. Furthermore, latest information and inputs should be incorporated in these handouts. All the handouts of the FTC should be preserved on regular basis so that those could be made available in times of necessity.

Women in Development: Formulation of National Programme Based on Beijing Declaration

Key Words: Dowry related violence; Beijing Declaration; National Action Plan;

Background: The UN Conference on Women, which was held in Beijing in 1995, adapted a 'Platform of Action' as an agenda for women's improvement and removing all obstacles in achieving equality and active participation in all spheres of life. Bangladesh as an active participant of the Beijing Conference fully endorsed the 'Platform of Action' and initiated a national action plan to implement it. This study was an endeavor to examine dowry related violence and its immediate consequences amongst the lower income groups in Bangladesh in the light of the Beijing Declaration; find out whether the action plan in Bangladesh for implementation of the 'Platform of Action' was showing any result in curbing dowry related violence; and recommend some measures accordingly.

Methodology: Data and information for the study had been collected from both primary and secondary sources. As the primary sources of information, data was collected through prepared questionnaires which were administered to respondents in two urban and rural areas of Dhaka district namely, the urban slums of Dhaka city and Savar rural area. Two sets of questionnaires were prepared – one for the female respondents and the other for male.

Findings: The findings derived out from the study indicated that there was an overwhelming evidence that dowry system prevailed in Bangladesh, especially amongst the lower income groups- the fact which has been reported by almost 80 percent of the female and 35 percent of the male respondents of the survey of 100 respondents of lower income individuals in both urban and rural areas of Dhaka district. About 56.67 percent of the female respondents in the rural survey area and 50 percent of them from urban Dhaka city reported dowry related violence. Mental torture was the most prevalent form of oppression, while an average of 41 percent of the female respondents reported both physical and mental tortures. Husbands were the principal accused of dowry related oppression on women and they along with the society were held most responsible by the female respondents for such oppression. The incidence of dowry and violence related to it was more prevalent in urban Dhaka city compared to rural Savar area and 40 percent of the females were found to be silent after suffering dowry related oppression. The study detected that in spite of the good intentions of National Action Plan of the Government, it had failed to effectively check dowry related violence which was in fact, one of the goals of the Beijing Declaration on ensuring women's rights through reduction of violence against them and thus it remained largely rhetorical in the case of Bangladesh.

Recommendations: The study recommended that to ensure women empowerment, female education must be enhanced. The community must be mobilised to be more aware of women's rights so that it could act on its own to curb violence against 50 percent of the population and they should be aware of the social ills of dowry. The NGOs, the local bodies and the civil societies must be more sensitised about the effects of dowry which could help

tackle violence in an organised fashion. Alongwith such measures the law enforcing institutions/personnel must be held accountable regarding their activities on violence on women and dowry related crimes. Appropriate measures should be taken by the government particularly in the field of education, to modify the social and cultural pattern of conduct of men and women, and to eliminate prejudices and practices based on the idea of the inferiority or superiority of either sexes and on stereotyped roles of men and women. Institutional mechanism should be created or strengthened so that women and girls could report acts of violence against them in a safe and confidential environment. Supportive initiatives of NGOs and various women's organisations to raise awareness on the issues of violence against women should be strengthened to contribute to its elimination. Information regarding assistance available to women and families who are victims of dowry related violence should be disseminated. Necessary steps should be taken to ensure women's equal access to and full participation in power structures and decision making. All human rights instruments specially the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) could fully be implemented to promote and protect human rights of women. Finally, the male population must be made aware of the rights of the women and their attitude must be altered to enable women to become equal and complimentary partners in development.

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Effectiveness of Foundation Training Course

Key Words: Impact of FTC; low-effectiveness; redesign the course curricula.

Background: Foundation Training Course is one of the core courses designed by BPATC that focuses on developing insights, perception and understanding of the participants over complex and dynamic socio-cultural, economic, political and administrative issues. This research study was undertaken to determine the impact of the Foundation Training Course on individual participant's behavioral change mainly in terms of knowledge, skills and attitude. Moreover, it analysed the training methods, question/examination system and adequacy of course duration.

Methodology: The study mainly relied on the primary sources of information. In this process, two sets of questionnaires were designed; one set was distributed to the participants who had undertaken foundation training and the other distributed among the supervisors of the foundation trainees. The supervisors were asked to make a comparative assessment of the performance of the trained and untrained officers. Sample location comprised participants of 19th Foundation Training Course and officers of the Dhaka and Manikganj Collectorate, Savar and Dhamrai Thanas and Deputy Commissioners of 64 districts.

Findings: The study found substantial impact in terms of development of knowledge, skills and attitude accounted for only 27.8 percent, which in other words signified that less than substantial impact accounted for 72.7 percent. Training methods usually followed (lecture, syndicate etc.) in Foundation Training proved to have low effectiveness. Only 25 percent participant respondents termed the training methods as substantially effective. Traditional essay type examination/questions have also been rejected by the respondents as it failed to maximise participant's knowledge and skills. The study further indicated strong tendency both in favour of 'adequacy' and 'inadequacy' of the course duration. However, it was established that the performance of the trained officers were better than that of the untrained ones.

Recommendations: The study recommended for (i) redesigning of the course modules with concurrent readjustments in training methods, course duration, course management policies; (ii) more and more participatory training methods should be introduced to maximise effectiveness of the Foundation Training; (iii) the examination/question system should be integrated with all three methods such as, essay, quiz/multiple choice and short questions focussing more on the quiz/multiple choice and short questions; (iv) in order to maximise learning and to introduce participatory training methods, the existing course duration could be extended to six months; and (v) the Foundation Training should be made compulsory for all new entrants Class – I officers irrespective of cadres and non-cadres. Moreover, the Foundation Training should be given prior to job placement and selection of cadres.

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The Role of Palli Karma-Sahayak Foundation in Poverty Alleviation and Development

Key Words: Micro-credit; PKSF;

Background: The uniqueness of Palli Karma-Sahayak Foundation (PKSF) in the distribution of micro credit as a government funded organisation lay in the fact that it came as a blessing to those small NGOs when their activities either shrank or were about to be stopped due to lack of sufficient funds. This study examined the efforts of rural development, efficacy of micro-credit in the Grameen way and the emergence of PKSF and its role in addressing rural poverty.

Methodology: The study relied on quantitative method to determine the prevalence of the phenomenon and compute proportionate responses of the interviewees, while qualitative method helped to identify the details of their responses and reveal complexities. The two methods complemented each other. The respondents included a cross-section of landless people, beneficiaries of micro-credit, PKSF officials at the field level and headquarters.

Findings: The study found that in the existing socio-economic and political environment pursuing the massive task of redistribution of assets particularly of land among the landless did not appear feasible. In this context it was logical to ignore the virtue of redistributive solutions; rather, the landless could be better served by micro-credit. The Grameen Bank was a big shift from the conventional banking theory and practice. PKSF came to address the need for fund the local NGOs. It also aimed at reducing the institution of money-lending, creating self-employment and bringing the disadvantaged within some organisational framework. The study identifies that the PKSF beneficiaries were able to bring about noticeable changes in their economic life and it maintained further that the PKSF emerged as savior for small NGOs when the frequency and volume of external commitment of funds to NGOs were in decline. Micro-credit channelled from the PKSF fund contributed to the economy of the target families. Though the loan utilisation framework and area were almost similar to those of Grameen Bank, PKSF as a bank for the local NGOs was distinctively a new intervention to the poverty sector. PKSF might be well branded as an innovative financial institution serving the needs of local NGOs as well as the poor.

Recommendations: The study suggested that the solution to the problems of rural poverty and unemployment had to be sought primarily within the rural sector. The PKSF should extend its credit coverage where the other lending organisations could not yet reach. It should avoid channelling funds to big NGOs like Proshika and BRAC. PKSF should strengthen its monitoring over the partner organisations. The study further recommended that industrial bases should be dispersed around the countryside and provisions should be made to expand non-firm activities. Public sector intervention in the rural sector could be reduced and the government controlled credit programmes could be handed over to PKSF like institutions. The study suggested that an extensive study would be required to measure the economic

impact of PKSf intervention in the rural areas; moreover, sustainability of the NGO's programmes funded by PKSf should be examined.

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Management of Foreign Reserves: The Bangladesh Perspective

Key Words: Foreign reserve; exchange rate; devaluation; capital inflow.

Background: Level of reserves especially for developing countries need to be analysed in the context of seignorage. The seignorage facility was enjoyed only by vehicle currency – a currency that was widely used to denominate international transactions. The developing countries suffered from some structural rigidity and their import demands seldom tallied the export earnings. This study, therefore, aimed to scrutinise those variables – income meaning; gross domestic product; import payments; export earnings and its variability in the perspective of Bangladesh. In addition, it also covered the liberalisation of the current account of the balance of payments accounts and the convertibility of the Taka in the context of the open market economy and management of Bangladesh's bilateral or multilateral borrowed funds.

Methodology: This study employed both numerical and descriptive devices to explain the management of international reserves in the context of Bangladesh. Inadequacy of time series quarterly data for many of the variables responsible for explaining the reserve situation debars undertaking sophisticated econometric models in analysing reserve situation. However, regression analysis had been used for identification of the important variables and their magnitude in explaining reserve. The empirical estimation covered the period 1973-1995 for which annual data for most of the series were available.

Findings: The study found that policy response to the persistent reserve decline had been inadequate. The official exchange rate was devalued by 4.6 percent vis-à-vis the US dollar in seven steps in 1996-97. This was not adequate to avoid a 4 percent appreciation of the real effective exchange rate in 1996-97, which was likely to have contributed adversely to the competitiveness of Bangladesh's exports. The recent sharp devaluations in Southeast Asian competitor countries must have further seriously eroded Bangladesh's competitiveness.

Recommendations: Pursuing a competitive exchange rate policy, together with continued trade liberalisation, would be important for strengthening the economy's export base. At the same time, steps would be needed to improve the capital account balances. These include, in particular, sustained efforts by the government to increase aid utilisation by removing project implementation bottlenecks, meeting policy commitments and attracting increasing private capital inflows.

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Evaluation of Disaster Management Bureau

Key Words: Disaster management; coordination; Village Volunteers Unit.

Background: Bangladesh is one of the most disaster-prone countries in the world. Frequent natural disasters frequently disrupted normal life throughout the whole country, brought its development efforts to halt and nationwide steps were mobilised to face the situation. Disaster Management Bureau (DMB) is the only unit in Bangladesh, responsible for all sorts of disaster related activities in the country. This study was made to understand the set objectives of Disaster Management Bureau, its problems and achievements, evaluate its training schemes with reference to the targets and achievement. It also examined DMB's Table of Organogram and Expenditures, its limitations and weaknesses and finally recommended some remedial measures to enable the institution to stand on a firm ground.

Methodology: Relevant data for this study was collected from both primary and secondary sources. Sources of primary data were personnel of DMB and other government and NGO officials related to disaster management. On the other hand, sources of secondary data were books and journals on the issue, newspaper articles and selected texts of DMB. Information was collected through three sets of questionnaires and a check-list and the observations of the researchers have also been used in formulating the paper as well.

Findings: The study found that spacious and well constructed building was needed for DMB as it operated from rented premises and to attain its set objectives it should have a permanent set of staff. Those who were working now on deputation have no significant experience in the respective field. Moreover, almost half of its sanctioned posts were lying vacant for a long time. As it suffered from inadequate facilities and lack of trainers, DMB was yet to develop proper training curriculum and strengthen its public awareness programmes. Moreover, fund release process of donor agencies delayed its implementation programmes and concerned policy makers were not motivated to facilitate the disaster management activities taken by the DMB. The proposed VVUs (Village Volunteers Units) were yet to be formed.

Recommendations: DMB should transfer its office to a spacious and well-constructed building for required accommodation which must have appropriate physical facilities for its Emergency Operation Centre (EOC). For attaining set objectives, DMB must have recruitment rules and necessary steps should be taken for recruiting its permanent officers. DMB needed an efficient Manager as the chief executive, who was well-informed in MIS, GIS and telecommunication network and also a disaster management trainer. Donor agencies might release funds to DMB as advance on yearly basis. To perform as a central coordinating cell and to develop well-supervised implementation strategy, DMB should be given more authority from the Government. For effective disaster management by DMB, cooperation from every corner both Government and NGOs is to be ensured so that it could respond to

situations promptly, effectively and it could propagate awareness among people about disaster management.

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Human Resource Development: Updating the National Training Policy

Key words: HRD; NTP; need assessment; performance evaluation; National Training Policy

Background: Training of public servants must be consistent with personnel policies and practices in a wider context and therefore it will be more appropriate to plan investments in training within the framework of a National Training Policy (NTP). This study was undertaken keeping that in mind and it tried to give ingredients to update and formulate a National Training Policy with a view to improve the human resources of the administration sector. More specifically, it was designed to probe various aspects of planning training programmes at national level for the civil service in a developing country like Bangladesh. It reviewed and examined the formation, terms of reference and the progress of activities and the decisions of the executive committee of National Training Council (NTC) and finally summarised the various opinions as inputs to help the formulation of NTP.

Methodology: In undertaking this research, the researchers used the results of a survey on the training activities of different ministries and divisions and on the training institutions of the country. They have also studied secondary sources on the training policy of Bangladesh prepared from time to time, based on different seminars/workshops and decisions taken in various meetings held in this connection. Moreover, their working experience in the training institutions also proved vital.

Findings: The study identified that Rules and Regulations were generally meant for organisational development which encompassed development of its own by bringing changes to its personnel, structures, methods, public relations, productivity and more importantly making significant contribution to national development through materialising its mission and vision. Policy making was not static rather a continuous process for improvement and its absence created enormous problems in achieving performance standards.

Recommendations: It was the need of the time to draft a realistic training policy for the training sector which could be entitled "National Training Policy". The study also recommended that (i) the NTC should be empowered with the authority to give approval in case of establishing new training institute; (ii) the policy could provide necessary guideline in formulating training package containing values of professionalism for trainers as well as the trainees; (iii) for efficient management of the government, specific benefit package should also be prescribed for non-cadre officers; (iv) every training institute would have to submit an annual report to the ministry concerned focusing its performance and ultimately, it would be submitted to NTC for evaluation; (v) every training institute might give proper emphasis on teaching and learning of English language; (vi) deputation in training institutes could be made through the NTC; (vi) the training institutions should have full autonomy like the universities and have authority for establishing networks with the training institutes, both at home and abroad; and (vii) selected apex training institutes could have authority to confer degree/diploma in collaboration with universities and may introduce distance training programmes.

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Possible Approaches to Sustainable Forest Management through People's Participation: Madhupur Tract

Key Words: Environmental degradation; encroachment; people's participation; agro-forestry.

Background: People's participation has always been considered as a key factor in making any forestation programme a success. Participation is of various types in terms of: who is involved, the objectives of participation, size and complexity of participatory efforts and in what aspects of activity participation takes place. This study was undertaken to investigate who are the people living inside the forest at Dakhola range of Madhupur and their livelihood; what they think about the causes of forest degradation; how they look at the participation process and whom they want to be involved in the participatory process and how.

Methodology: The research was based on data collected through questionnaires, individual interviews, observations and literature review. Questionnaires were filled-up through asking questions to the target people. Since most of the respondents were illiterate, questions were asked verbally and explained to them by the researchers. Moreover, four semi-structured interviews were conducted by the researchers at Tangail, Madhupur and Dakhola; two of the interviewees were forest staff and the rest were villagers of Dakhola range.

Findings: The study found that corruption and management inefficiency of the Forest Department (FD) staff was a major cause of forest degradation. Moreover, heavy dependence of the local people on the forest for survival contributed substantially to rapid forest degradation. The NGO activities to protect forest and its people did not work well due to misunderstanding among the parties. There existed a deep-rooted mistrust and hatred between FD and forest people. The FD staff thought most of the people were wood thieves and degrading the forest; by contrast, most of the local people thought that corrupt FD staff were the main cause of the forest's degradation. However, participation in forestry management had reduced the communication gap and contributed in reduction of mistrust developing rapport and confidence about each other. People increasingly preferred work with FD in the planning, protection, management and implementation of forest programmes.

Recommendations: The study recommended that major role of the local people was needed for sustainable forest management since FD was found corrupt, and for this people's rights/ownership should be established which would reduce vindication and harassment of local people by FD staff. This initiative could motivate people for afforestation, protection and cultivation. In the participatory forests local species of trees should be planted instead of foreign ones. NGO help was needed in poverty alleviation and motivational programmes for people's participation. The study, further, concluded with the suggestions that a thorough, comprehensive and in-depth study, incorporating all stakeholders of the Modhupur tract

require be conducted to find out ways and means for sustainable forest management ensuring peoples participation.

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Sustainability of BPATC Project

বিপিএটিসি প্রকল্পের আয়ুষ্কালীন ফলপ্রসূতা

Key Words: Sustainability; career development prospect; dumping ground.

Background: Generally, sustainability of any project is evaluated after five years of its completion. BPATC started its journey in 1984 and the second phase of its implementation was scheduled to be completed within 1980 to 1985. This study focused on the conceptual background of BPATC project and its implementation scenario. Second, it tried to encompass BPATC's institutional potential, management efficiency and skills and identified the existing problems in delivering necessary services; and third, it recommended some remedial measures that would enable the project to be sustainable.

Methodology: The study mainly used secondary sources of information though primary sources also have come to be a good help. Project Proposals (PP) project related different published and unpublished documents were used as secondary sources. In addition, information relating to achieving the project targets, implementation mechanism, papers from Planning Commission and IMED had also been reviewed. Primary information was collected through pre-tested questionnaires from participants of different levels- faculty members, resource persons and policy-level officials.

Findings: The study pointed out that BPATC was mainly a government financed institution, though its own incomes was also considered as a part of total annual budget. The project was considered cost-effective, in terms of input-output and physical infrastructure development. The training target of Foundation Training Course and Advanced Course on Administration and Development set in the PP was fully achieved excepting the Senior Staff Course. However, in case of faculty development and training aid its set targets were not fully achieved. As there was no career development mechanism developed yet at BPATC the faculty members were suffering from frustration. It was true too in case of faculty development as internal and foreign training facilities were too insufficient to attract good faculty members to stay here for a longer period. And these problems were reflected poorly in its struggle for training needs assessment and need-based curriculum developments. Moreover, there was conflict amongst the staff absorbed at the Centre from the erstwhile organisations and last but not the least, BPATC seemed to be a dumping ground for cadre officials as it was being treated as such by its controlling Ministry. Further, the study termed the project as a sustainable one as it was running well in spite of withdrawal of donor funds since July 1999 though it was struggling to stand as a 'centre of excellence'.

Recommendations: Foreign training should be need-based. Training needed to be an integral part of career planning. Effective and speedy steps require to be taken to develop the in-house faculty and in selecting participants for foreign training. Trainers should be considered first; moreover, training should made a pre-condition in case of promotion. All facilities need to be given equally to all faculty/trainers coming from different sources. There should be a self-sufficient training policy and the respective training institutes should made

responsible to identify training needs. Concerted efforts from the part of the training institutions was necessary to make the government flexible towards training. To turn BPATC into a centre of excellence and to run it well, employees should be selected on merit, honesty and devotion towards the specific goals of the organisation.

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Improvement of Teaching of Secondary Schools with Special Reference to BPATC School

Key Words: Secondary level education; improvement of teaching; problems in the system

Background: The study, regarding 'education' as the most vital weapon for human resource development, inquired into the present system of teaching in the secondary schools in Bangladesh. It identified the problems in the system itself and problems of the teaching staff as well and finally offered some modest suggestions for overall improvement of teaching in secondary schools in the country with special reference to the BPATC School.

Methodology: Information used in this study was collected through structured questionnaires except the students interviewed. Three secondary schools including the BPATC School had been studied by case study method. Moreover, the researcher held discussions with heads of some important schools like Jahangirnagar University School, Udayan Vidyalaya, Dhaka, etc., and with some people who were especially interested in secondary education.

Findings: The study identified serious drawbacks of BPATC School as its standard of teaching was not up to the mark and it was due to the appointments of some of the teachers who were somehow related with the employees of the Centre. Here tuition fees was high, and the students had to rely on private tutors. The researcher observed that the situation in the whole of Bangladesh surely could have influenced the environment of BPATC school and went on further that even 30 years back some energetic and educated young persons used to come to the educational institutions with a zeal of dedication. But due to erosion of moral values, this was not found now a days.

Recommendations: For the improvement of teaching at BPATC school and overall improvement of the school the study recommended that (i) qualified teachers should be employed; (ii) adequate seat arrangements should be made; (iii) rivalry among the teachers should be stopped; (iv) the Management Committee should visit/inspect the school regularly; (v) accountant should collect the fees from the students; (vi) primary and secondary classes should have separate shifts; (vii) guardians should be informed about the progress of the students; (viii) a competent Head Master should be employed; (ix) students should be admitted as per capacity of the school; (x) sufficient furniture and scientific instruments should be procured; and (xi) sports goods should be available for the students.

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Cadre Conflict: An Investigation into Conflicts in Bangladesh Civil Service

Key Words: Cadre conflict; promotion prospect; career planning; generalists/specialists

Background: Bangladesh Civil Service with its broad-based structure faces the challenges of disintegration due to changing conflicts, primarily on the grounds of iniquitous distribution of power, status, functions, and prospects of promotion. This study while examining the continuing conflicts in Bangladesh Civil Service also suggests means to resolve the conflicting issues and agreeable solutions; that is, its ultimate objective is to find a peaceful and productive working environment.

Methodology: In order to achieve the stated goals, the study relied on both primary and secondary sources. As primary sources of information, data was collected through guided interviews. Both overt and covert methods of observation, as applicable to the need and arising situation were used. Secondary sources were based primarily on library and archive research. The study administered two sets of pre-tested questionnaires, one meant for the cadre and non-cadre officials, while the other for the members of the civil society.

Findings: The existing conflicts in Bangladesh Civil Service, if not volatile, were clear and contained grains of animosity. The researchers found that all categories of respondents recognised that there existed conflicts among different cadres resulting in spread of discontent in the civil service and generation of administrative and development problems. The study also confirmed that the conflict was essentially with the BCS (Administration) cadre and it was best reflected around the Deputy Commissioner. Respondents pointed finger at his power and authority, where the seeds of discontent of Technical cadres of the Civil Service lay. The study further confirmed that inequality scale of pay and promotion remained another important issue contributing to growing conflict.

Recommendations: To resolve inter cadre conflicts the study suggested to reexamine the recommendations of four studies (Public Administration Efficiency Study, Four Secretaries Report called Towards Better Government in Bangladesh, Public Administration Sector Study, and World Bank's Government that Works: Reforming the Public Sector). The study also suggested removing inequality in promotion and scales of pay among the members of different cadres. Representative local government should be established and an elected representative should be placed as the district coordinator. Based on functional similarities the number of cadres should be brought down to a maximum of ten. Limiting the areas of intervention of the cadre service associations should contain cadre rivalry. The role and functions of Deputy Commissioner should be redefined and clearly spelt out, and he should be relieved of development functions in the district. A limited pro-active lateral entry policy should be formulated to intake merit from outside the cadre system. Wide areas should be opened up for generalist-specialist interaction. The process of privatisation should be geared up so that private sector could absorb some shocks of conflict that prevailed in the public sector.

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Legal Framework for Environment and Sustainable Agricultural Resource Management in Bangladesh

বাংলাদেশের পরিবেশ ও টেকসই কৃষি সম্পদ ব্যবস্থাপনার আইনগত কাঠামো

Key Words: Sustainable resource management; conservation; reform in legal structure

Background: Sustainable resource management needs a sound legal framework. In an over-populated country like Bangladesh, it is imperative to look into the existing laws, rules and regulations relating to environment and scarce agricultural resource management. The study, therefore, aimed at examining the conceptual issues of environment and sustainable agricultural resources management; to identify and review the laws, rules and regulations those related to these issues and to detect the weaknesses and limitations in the existing legal framework; and finally, to recommend some policy measures that could help to overcome those limitations.

Methodology: Both primary and secondary sources were used in this study; though importance was given mainly on secondary sources. Various books on these issues, journals, existing laws, rules-regulations was studied and used as the sources of secondary information. Primary information was collected from relevant personnel of different ministries and offices through pre-tested questionnaire.

Findings: The study detected that since the total legal system of Bangladesh was derived from the British colonial framework, the legal framework in environment and agricultural resources management was not an exception. In the post-independence period many laws, rules-regulations have been formulated – but those seemed to be old wine in new bottles and in most cases did not suit the situation as recent problems were not addressed. Even sufficient steps have not been taken with supplementary orders to mend those weaknesses. Moreover, thinking on any issue from the part of the government was in most cases sector-wise. All the related sectors like Environment, Forest, Agriculture and Water Resources were not interlinked with each other. Moreover, civil society and strong pressure groups were at a nascent stage that could substantially help conserve and protect the environment and ensure sustainable resources management in the country.

Recommendations: The study recommended a lots of suggestions, amongst them the major ones were: (i) the age-old laws, rules regulations relating to agriculture and environment should be reshaped to fulfil the needs of time; (ii) organisational capability should be strengthened to implement relevant rules at grassroot levels and to extend institutional support for people's spontaneous participation; (iii) preservation of environment and sustainable development should be considered and upheld as a social movement; (iv) integrated coordination mechanisms between concerned ministry and the implementing agencies require to be developed and their accountability should be ensured accordingly; (v) the activity of the NEC and the ECNEC should be enhanced and geared up; (vi) in the Five-Year Plans harmony should be ensured in inter-head programmes and micro-macro planning;

(vii) the National Environment Management Action Plan should be carefully followed for sustainable resource management; (viii) farmers should be trained up to use environmentally sustainable techniques for increasing production and they should be provided with infrastructure and credit facilities. Moreover, an accountable and well-managed irrigation authority and a rational market for agricultural products should be ensured; (ix) an integrated nutrition management system, incorporating organic and inorganic fertiliser, should be introduced for sustainable agricultural productivity; (x) a region-based, appropriate agricultural production and land conservation system should be ensured through a well-planned land use policy reflecting potential and fertility of soil; (xi) maximum and well-planned use of surface water should be ensured while irrigation and irrigation projects which relied on surface water should be given priority under integrated water resource management; (xii) the marshlands spread all over the country should be developed as water reservoirs for the dry season; and (xiii) a national land utilisation policy should be formulated in light of the Environment Policy and its application should be ensured.

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Structural Adjustment Policies in Bangladesh: An Analysis of Trade Regime

Key Words: Structural adjustment; trade regime; liberalisation.

Background: The Government of Bangladesh adapted the comprehensive adjustment programme from the 1980s covering macro-economic and sectoral policies and entered into an arrangement with International Monetary Fund for Structural Adjustment Facility. In line with the reform measures, this study has been carried out. Its objectives were to analyse the experiences of reform programmes with trade regimes. Export-import structure, reform of administrative procedures and institutional support for export, analysis of import and trade liberalisation measures have been studied here. Further, the study explored the implications of exchange rate regime on trade liberalisation measures.

Methodology: The study was mostly based on secondary data. Relevant documents on import and export were consulted. It attempted to incorporate both numerical and analytical tools to examine the liberalisation impact for successive tariff reduction and the role of exchange rate in trade regime and the consequences of globalisation in the trade regime of Bangladesh Economy.

Findings: The study observed several import liberalisation measures. The nominal tariff rate which declined from 89 percent in 1990/91 to 26 percent in 1994/95 continued to decline, falling to 23 percent in 1995/96. Thus, the nominal protection level ranks among the lowest in South Asia. It was observed that import-weighted tariffs have in fact declined for all categories of import but not in a uniform way. Compared to 1994/95 import of zero-rated commodities increased by 82 percent compared to 16 percent for commodities with zero-plus import duties. Another important steps under structural adjustment was the gradual elimination of Quantitative Restrictions (QRs). In 1990, one fourth of all items under 4 digit classification were subjected to QRs and in 1996, which were retained on only 119 items constituting only 2 percent of total imports. The study also explored that the export structure manifested a topsy-turvy syndrome over the adjustment period. Both in nominal and real terms, the export earnings registered monotonic increase. The proportion of earnings from non-traditional exports rose from about one-third of total exports in 1983 to two-thirds during the 1980s and to a significantly higher level of over fourth-fifth during the last couple of years. Further, it was observed, surprisingly for few years the achievement in export growth always exceeded the target. But the dilemma lay with an increase in trade deficit from 1980-1996 which appeared the import liberalisation measures outpaced the export promotion measures. The export of Bangladesh had undergone a radical transformation in structure as well as in value terms. Jute and Jute goods no more constituted major export items and was substituted by garments/frozen fish and other non-traditional items which was a good sign for the economy showing flexibility in terms of product diversification and resources and endowment. But the Bangladesh economy was yet to exploit the potential of the economic resources to meet the growing world demand in frozen, garments and other non-traditional items.

Recommendations: The study recommended that government must carefully monitor the speed of import liberalisation measures. The export augmentation required adequate physical infrastructure, banking and finance services and services related to trade and industry, congenial environment ensuring foreign investment, transfer of technologies and development of value added industries. The abolition of the MFA will generate considerable benefit not just to exporting countries but also to importing ones – this would require an orderly restructuring of certain sectors of the economy into more specialised entities for productive factors and for final alternatives uses. The government policy packages must focus adequate incentives in the establishment of backward linkage industries, which was in the offing. But the government must carefully exercise this option over the medium run because the domestic import cost structure might not be affordable in the very short run.

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NGO in Development: A case of ASA

Key words: Priority area; innovative ideas; mandated mission; self-reliance; sustainability

Background: The NGOs or Non Governmental Organizations were playing a pivotal role in development activities out of local resources or foreign donations. The NGOs played a significant role in the reconstruction activities of war ravaged Bangladesh. In recognition of their meritorious services the NGO sector became a priority area in the planning and development of Bangladesh. The Association of Social Advancement (ASA) came into being in March, 1978 at a remote village in Manikganj district and became a frontline NGO in Bangladesh. It was forging ahead with its mandated mission against rural poverty by improving quality of life of poor people. The period from 1985 and 1991 witnessed a reformative phase in ASA programme and gradually it was becoming a loan advancing organisation from an advocacy NGO. By dint of its services in the micro credit programme it occupied an exalted position among big NGOs in Bangladesh. The study was an attempt to highlight the activities of ASA, its strength and weaknesses and to provide future directives.

Methodology: This was a case study purely based on secondary information. To cull data and information the researchers consulted ASA's annual reports, journals and other publications along with official document of NGO Affairs Bureau.

Findings: The study found that ASA experienced a rapid expansion in its programmes and activities, for example up to 1985 its activities were limited to only 29 Thanas and by December 1996 it implemented microcredit programme in 253 Thanas of 50 administrative districts of Bangladesh by establishing 500 unit offices. Such speedy expansion made the organisation to go for decentralised management which was done on the basis of need and functional effectiveness to increase efficiency and ensure self-sufficiency through covering costs from income earnings. Since its emergence in 1978, it passed through three major phases-the foundation phase (1978 -1984), the reformative phase (1985-1991), and the programme specialisation phase (1992-till date). The study found that ASA was dealing with more than 11,44,541 group members and its total credit disbursement was Tk.1,865 million through 686 unit offices along with 4,787 staff members. Its recovery rate was 99.93 and its financial sustainability rate was 102.96. Though ASA started its initial operations based on external resources over a period of time, it managed to innovate a unique cost-effective, sustainable development model for poverty alleviation and was functioning with own revolving loan funds. ASA was pursuing its mission of development since last two decades but it did not provide any formal training to its clients for increasing awareness as usually done by other NGOs. Women's issues such as protest against dowry, establishment of women's inheritance rights, mobilisation against whimsical divorce and payment of alimony were also not in its agenda. Most of its clients viewed that ASA's credit has had a positive impact on their lives. Using the credit they were able to increase their family income by which they could afford adequate food for all members of the household. However, the income generated from credit did not reach a level which could affect their land holding

pattern or create major assets. It was also found that most of the female clients utilised only a small part of their credit by themselves, rather, it was mostly their husbands or sons who used the money.

Recommendations: The study suggested that the needs for social awareness of the hard core poor remained still sharp as it was seemed two decades ago when emergence of ASA took place. So along with the micro credit operation, the study recommended that ASA should (i) pay more attention to social issues like gender equity, environment and resolution of social conflicts; (ii) make a perspective plan projecting its physical expansion and calculate the amount of funds needed to sustain its growth. It should set plan so that it could operate its fund raising/revolving strategies accordingly; (iii) aim to establish a development financing bank and take necessary preparations; (iv) provide legal aid to the grassroot level poor as they were the most vulnerable section to any oppression; and (v) diversify its service line also to reach urban poors, like slum dwellers, street urchins, floating sex workers, etc.

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Leisure Behaviour of Civil Servants: A Study on Class-I Officers Working at the Bangladesh Secretariat

Key words: Leisure behavior; indoor recreation, outdoor recreation; civil servant

Background: Leisure, an indispensable part of human being, referred to time free from work and other obligations which were spent for recreation. The Universal Declaration of Human Rights under the auspices of the United Nation General Assembly recognised this very important aspect of human life. As human being the civil servants of Bangladesh spent some amount of time for various recreational activities after their necessary work. The objectives of the study were to (i) examine the pattern of leisure behavior of the civil servants with special reference to the civil servants working in Bangladesh Secretariat; (ii) identify the gaps if any between leisure demands and supplies of leisure facilities; and (iii) suggest some measures for minimising the gap identified.

Methodology: Both primary and secondary information were used in this study. Primary data were collected from 131 Class-I officials belonging to the rank and status of Additional Secretary to Asst. Secretary to the Government of Bangladesh working at the Secretariat through administering a pre-tested questionnaire. Apart from this, secondary data were culled from books, periodicals, dissertation, journals, etc.

Findings: The study observed great importance of leisure for civil servants residing at Dhaka -a growing metropolis of the country. Civil servants working at Secretariat always shared the the same urban problems with other city dwellers. It was viewed that absence of leisure lessened the agility of humans to work hard and made living monotonous. Inadequacy of leisure resulted in deterioration of physical soundness, hindered the development of intelligence and creative faculty, and aggravated the restlessness in life. Home was found to be the most important recreation place for civil servants. Scarcity of outdoor facilities bounded them in home oriented passive recreation. Club was also been identified as an important recreation place for male civil servants where passive recreation such as chatting and playing of cards were most prevalent. A significant portion of civil servants were fond of gambling which in fact as an activity retarded the self-development. The more the status and rank of the officers went up the more they were inclined to gambling activities. In spite of insecurity and lack of facilities prevailed in existing parks, visiting was identified as a significant outdoor activity. The study found further that financial constraint was the most important hindrance for civil servants to participate in recreation particularly in outdoors recreation. Inadequate transport facilities, polluted environment, insecurity and traffic jam also prevented them from involving in outdoor recreation activities. Anti-social activities and terrorism were also identified as significant constraints. The amount of average weekly leisure-hour of civil servants counted as 26.51 hours; 27.47 hours for males and 20.53 hours for females. Contrary to this, the more the female officers went up in rank and status the less was the leisure hour for them.

Recommendations: The study recommended that (i) as government officials were not adequately paid 20 percent of their basic pay could be paid as recreation allowance per

month and the lower limit not less than Tk.1000/, in addition to the existing provision; (ii) a provision of one-month compulsory recreation leave with basic pay once a year might be introduced and to implement this leave the existing two day's weekly holiday could be reduced; (iii) community-based library and new clubs could be established so that civil servants could spend their leisure hours in library; (iv) more ladies club/ladies park nearer to the community should be established for female civil servants and spouses of the males; (v) immediate measures must be taken for the establishment of new lakes vis-a-vis repairing and conserving the existing ones; and (vi) open air theatre and children's park might be established, and existing play grounds should be conserved and maintained.

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A Study on Career Planning for Trainees of Selected Training Institute

Key words: Career development; career planning; institutional management process; training needs assessment.

Background: The main purpose of career planning is to unite organisational human resource planning with individual needs, capabilities and aspirations. Career planning as human resource forecasting technique must be done both on individual and collective basis within an organisational context. The objectives of the study were to examine the career structure of the trainers and suggest measures to strengthen and develop training faculty of the selected training institutes. To attain these objectives, the study focused specially on the career of permanent trainers of the training institutions.

Methodology: For convenience of the study Bangladesh Public Administration Training Centre (BPATC), Bangladesh Academy for Rural Development (BARD) and Academy for Planning and Development (APD) were selected purposively. This study was a descriptive type of research. Information from both primary and secondary sources was collected in the study. Primary data was collected through administering a pre-tested questionnaire. All Class-I officers of the selected institutes were considered as respondents. Observation method was also followed here. Moreover, books, research reports and journals etc. were consulted as sources of secondary data.

Findings: The study revealed that BPATC and APD were staffed with a significant number of deputed trainers/officers while BARD was manned by permanent trainers/officers. Most of the trainers had Master level degrees where social science background was dominant. Working environment was the most significant factor for selecting training job. Nature of work of the trainers/officers usually was training and research though at BPATC a significant number engaged only in administrative work. The selected training institutes had specific goals though it was viewed as moderate in respect of the national goals. It was evident that training needs assessment was not done regularly before preparing the training calendar and permanent trainers lacked field experience. Most of them had job description and its relevance with present work was viewed highly satisfactory at APD, but moderate at BPATC and BARD. Matching work with academic background was revealed moderate at BPATC and BARD but not satisfactory at APD. It was viewed by the respondents that their institutes did not have any specific policy for nomination to foreign training or higher studies. Though majority of the trainers received foreign and in-country training but the relevance of their training to their present assignments was found moderate. The level of skills of the trainers/officers was moderate but institutional initiatives for enhancing their skills were not satisfactory. Delayed promotion depicted a dominant picture both in the case of permanent and deputed trainers. Permanent trainers were dissatisfied with their present jobs because personal relations overrode merit and qualifications and caused delays in promotion. According to Service Rules, required number of research and publications and length of service were pre-requisites for promotion only at BARD, while at BPATC and APD service length was the main criterion. At BPATC significant rate of turn-over was found among the

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permanent officers. Moreover, a feeling of job insecurity was found among them due to the Clause 50 (2) of the Service Rules of BPATC, while there were no such clause in the Service Rules of BARD and APD. Furthermore, the study found that none of the training institutes had any career planning for their trainers which resulted in, as researchers viewed, 'rusting' syndrome among the public sector training institutes in both personal and organisational terms.

Recommendations: The study recommended that (i) the authority of the training institutes must provide their trainers with necessary training and higher studies for developing professionalism and age bar and educational qualification for foreign training should be relaxed in case of trainers; (ii) research and publications should be given more importance; (iii) training institutes should prepare a five-year plan with relevance to job description for professional development of the permanent trainers; (iv) training institutes should be staffed by qualified trainers, if the institutes need trainers on deputation, the Service Rules of the respective institute should also be applied to them; (v) permanent trainers should be attached to field organisations from time to time and they should engaged in field oriented research activities for acquiring field experience; (vi) training needs assessment must be a regular activity of training institutes while preparing training calendars; (vii) to attract merit and talent and to retain them in the training institutes and trainers should be promoted in time and irrespective of nature of recruitment all trainers should be given financial incentives; (viii) to make the trainers professionally sound, training institutes must have a career plan; (ix) training institutes should be facilitated with post-upgradation opportunities as was being practiced in the universities; and (x) the Clause 50 (2) of Service of BPATC should be removed to create better working environment where the employees could employ their full potential.

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Privatization of State Owned Enterprises (SOEs): A Case Study of Bangladesh

Key words: Privatisation, economic liberalisation, structural adjustment programme, Industrial Policy

Background: Privatisation literally means to make ownership private from public control or ownership. In broad sense it encompasses non-ownership. Privatisation only changes the public private mix and included change in finance, subsidy reduction, changes in production or service delivery and was universally accepted that private sector could perform some activities more efficiently than the government agencies. Global recognition of free market economy and economic liberalisation prompted the Government of Bangladesh to pursue series of reforms under its structural adjustment programme and the efforts of privatisation began in the mid-seventies. This study attempted to examine the progress of implementation of privatisation programmes, find out the major issues and constraints of privatisation; review the activities of Privatisation Board and the current status of three specific industrial SOEs, namely Sylhet Textile Mills, Chittagong Still Mills and Progati Industries Ltd.

Methodology: Information from both primary and secondary sources was used in the study. To collect information from various sources like corporations, enterprises and the Privatisation Board (PB) and other concerned offices a checklist was used and structured interview method was followed. Moreover, published and unpublished documents were consulted to clarify different vital aspects of privation process in the country.

Findings: The study found that 490 industries have been sold out to private entrepreneurs, 3 out of these have been sold by the Privatisation Board and the remaining ones were privatised during 1976 to 1993 by the Ministry of Industry and Overseas Private Investment Corporation (OPIC). Since the creation of Privatisation Board to implement the programme of divestiture of SOEs, till May 1999, 35 SOEs got the final approval for sale from the government. Besides, it was not possible to hand over two enterprises in private sector due to cases pending in the court. Moreover, due to lengthy and complex process of handing over some of the privatised units already sold to the private enterprises have not been handed over even after five years of acceptance of the bid and down payment have been made by concerned parties. Role of PB and its responsibilities, preparing and marketing of SOEs, mobilisation of financial resources for privatisation, labour issues dealing with unions, social safety nets for staff and workers and post-privatisation impact and the new economic environment were identified as the major issues by the study. It was found that though Sylhet Textile Mills was incurring losses over the years it was beyond the list for privatisation enterprises. On the other hand, Progati Industries Ltd. was included in spite of being a profit making enterprise, while Chittagong Still Mills incurred a huge loss over the years and was identified as one of the enterprises to be privatised. Thus, the criteria for privatisation was not clear and transparent.

Recommendations: The study recommended both short-term and long-term measures. The short-term measure were all political parties should arrive at a consensus regarding privatisation; firm commitment of the government was required empowering the Privatisation Board to take decisions and providing legal coverage through enactment of privatisation law. While a SOE was identified for privatisation, all other stages for its eventual sale: working out legal, financial and administrative matters; valuation, preparation for sale, tendering process and eventual handing over to the parties should be streamlined. The policy should provide a time-frame with set goals for each stage, which would send strong signals to investors and create confidence. The long-term measures included – readdressing privatisation goals and objectives, strengthening the PB, proper selection SOEs, application of appropriate tender methods, Union-Management cooperation, research on labour/employer aspects, disposal of cases and rational evaluation of SOEs.

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Limiting the Role of State: Prescription of the World Bank and Bangladesh

Keywords: Evolutionary; programmed privatisation; pragmatic privatisation and informal or unintended privatisation; negative externalities

Background: The role of the state is evolutionary in nature. There is a great deal of controversy with regard to the proper role of Government in economic activity. The exponents of market economy argue that market economy could take care of most of the economic administration while the other schools of thought argued in favor of state and was of the view that the role of the state was a promoter in shaping economic activity in the desired direction in all macro-economic management. Market Economy enforces price mechanism in the allocation of resources available for investment. This study was an attempt to review the World Bank's rationale for exclusion of 91 projects in 7 sectors from the ADP of Bangladesh. The objective of the study was to conduct an opinion survey on World Bank's report on exclusion of certain projects mentioned above with a view to provide a comprehensive statement of World Bank's viewpoint and analysis of the survey based on the suggested views.

Methodology: The study was based on primary data. The data was collected and collated from the opinion survey of 104 government officials of the level of Joint Secretary and Deputy Secretary of the Government of Bangladesh. The respondents belonged to 27th Senior Staff Course, 30th, 31st and 32nd ACAD. Participants of the 11th Senior Staff Refresher Course also provided valuable inputs. Respondents were selected purposively. Data was collected through administering a questionnaire which categorically sought the respondent's reaction in terms of the World Bank rationale for exclusion of the said projects from the annual development programme.

Findings: The study revealed that public ownership needed to be continued in projects characterised by massive capital infusion and social sector development. Out of 91 projects in 7 sectors, 30 projects in 6 sectors were identified for financing by the public sector. The projects in the agriculture sector needed to be retained in public sector because of the promoter role of government in agricultural development. Tista Barrage Project required massive construction and coordination with several local bodies for operation and maintenance. It was observed that retention of projects in the manufacturing sector was based on political as well as economic considerations. Respondents of the study did not agree with the World Bank suggestion on Shahjalal Fertiliser Factory and Urea Fertiliser Factory but they agreed with liberalisation of markets for fertiliser. Most of them agreed further on the World Bank views on construction of priority public roles. According to the respondents few projects on power could be implemented by private sector because of huge investment cost. 10 projects in education and health sector were found important in consideration of socio-economic development that required massive investment within an in-built equity consideration and productivity improvement.

Recommendations: The study recommended that the World Bank suggestions were needed to be scrutinised in the context of the Bangladesh economy which required financing of programmes in the social sector such as mass literacy and basic health facility. On the other hand, government must invest in the development of physical infrastructure which included electricity and telecommunication network. Moreover, assured financing for research in the area of agricultural developments, where social return was higher than private return and thus private firms might not be willing to invest because positive externalities were generated in the production process. Another area where government intervention was required the strict enforcement of environmental rules. Furthermore, the government should enact enough rules and regulations to monitor the units so that environmental hazard was minimum and the government should play a promoter role in developing private sector and withdraw her activities where private return was greater than social return.

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Environmental Protection and Sustainable Development in Bangladesh

Keywords: Socio-economic realities; environmental degradation; conceptual framework; pragmatic measures.

Background: Environment issues constitute one of the greatest development challenges in Bangladesh. Environment problems are complex, un-parallel and deep-rooted. These problems are compounded by socio-economic realities, endemic poverty, population boom, illiteracy and lack of awareness. Due to its unique location in global perspective Bangladesh faces a lot of environmental hazards like annual flooding and sometimes unprecedented drought. It is universally accepted that due to global warming low lying areas of the world including Bangladesh might be inundated causing a colossal damage in the country. The study was an attempt to: (i) assess the trends of environmental problems in Bangladesh with particular reference to air pollution in Dhaka city; (ii) explore a conceptual framework for improving environmental protection and sustainable development; (iii) identify major reasons of environmental degradation and its impact on society; and (iv) identify the appropriate policy options and means so sustainable environment could be protected.

Methodology: Both primary and secondary information have been used in the study. Two sets of questionnaires served for collecting primary data. One set was used for general people who have basic ideas about environmental pollution, while the other involved selected officials associated with environmental activities. Secondary data and statistics have collected mainly from published books, research available reports.

Findings: The study found that air quality of Dhaka city had deteriorated due to both human activities and natural phenomenon such as wind blown dust particles. The two major sources of air pollution in Dhaka city were vehicular and industrial emissions. In addition to these usual sources, used rubber wheels of vehicles were also being burnt which emitted black carbon and toxic gases which were all hazardous for health. Increasing rate of energy consumption also affected the air quality indirectly. Moreover, the study identified problems of degradation of soil-condition and fertility, depletion of natural resources, natural disasters like floods, water logging, droughts, cyclones and storms surges, sea level rise etc had reached alarming heights. Moreover, rapid depletion of forest resources posed a serious environmental problem. Deforestation is the most important cause of habitat loss was leading to loss of bio-diversity.

Recommendations: To mitigate the air pollution in Dhaka city, the study recommended for promulgation of new laws and modification of old ones to strengthen the controlling authority, banning imports of two-stroke engines, effective enforcement of vehicle compliance with the suitable standard of emissions, provisions for instant polluters pay and regular monitoring of ambient air quality and vehicular emissions. The study, recommended further that to combat the myriad of environmental hazards it was imperative to bring about changes in such a manner so that environmental degradation could be effectively minimised by judicious use of scant resources. Policy intervention in the national and regional level was

suggested to resolve the issue. Ecology and physical environment should be unified combining the cross-sectoral agencies to save the environmental degradation. A jointly coordinated policy should be formulated for collaboration of the environment related organisations of the countries of the region and there should be exchange of materials and information among them.

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Curriculum Development and Evaluation of ACAD

Keywords: *Clientele group; generic training need; effectiveness of training*

Background: The Advanced Course on Administration and Development (ACAD) is one of the core Career Development Training Courses of BPATC. This course was designed for the mid-level government officers of the level of Deputy Secretary and Officers of equivalent rank and status and it is a mandatory responsibility of the Centre. It was recognised by all that needs assessment of the clientele groups is an essential part of curriculum development. The main objective of the present study was to develop an appropriate curriculum for the ACAD. However, the specific objectives were to assess the generic training needs of the ACAD participants; analyse and evaluate the existing curriculum of the ACAD, develop a need based curriculum for the ACAD and provide necessary measures for further improvement in the effectiveness of the course in future..

Methodology: Both primary and secondary information were used for the study. Relevant published and unpublished documents were consulted. A questionnaire survey method was used adopting purposive random sampling procedure. In order to prepare the questionnaire a pilot survey was conducted with the help of the preliminary questionnaire. The questionnaire was finalised on the basis of the feedback from the pilot survey. Supervising officials of existing and potential ACAD participants and eminent trainers were also consulted and the views have been incorporated. The total sample size of the study was 120 and the study used both simple and cross-tabulation for analysis. ▲

Findings: The study revealed that most of the respondents have crossed more than 25 years of their service career. All respondents opined that they have been amply benefited by ACAD and that the course had enriched and updated their knowledge. They became more confident about planning, organising, policy formulation, motivating, coordinating and supervising activities in their work place. All the respondents opined that the designed objectives of the course and the prescribed requirements were appropriate. Compulsory staying at the dormitory, punctuality and compulsory attendance in course activities, computer skills development, course discipline, interaction amongst the participants, discipline of officers and staff of BPATC, overall physical and training environment were identified as strengths with 100 percent importance. Declaring the Centre as 'smoke free zone' was appreciated by the participants. They further identified guest speakers, telephone facilities and room services as the most important weaknesses. Other significant weakness were dormitory facilities, social events, transport facilities, food arrangement and English language as a medium of training. They also thought that a fifteen days foreign study tour and seven days internal study tour should be included in the course.

Recommendations: To make the course more effective and need-based the study suggested that (i) existing course curriculum could be enriched following minor addition; (ii) objectives of the course should be kept intact; (iii) handouts should be more exhaustive; (iv) modules of the course should be designed in such a way that it would be much more practical/simulation

exercise oriented rather than theoretical ones; (v) involvement of the participants should be ensured by assigning tasks in any form like home task, model test, individual exercise, etc.; (vi) there should be some sorts of incentive package like foreign study tour for making the course more attractive; (vii) BPATC should nourish/maintain a systematic approach for bringing about any change in the course curriculum; viii) the capable officials should be brought on deputation as trainers; (ix) objectives and evaluation methods of each module should be set earlier; (x) the prescribed course requirements should be followed strictly and maintained; (xi) competent guest speakers should be invited; (xii) for better effectiveness of group activities, group size should not exceed 3 - 4 participants; (xiii) social events might be arranged every fortnightly; and (xiv) internal study tour should cover Total Quality Management, Local Government and Rural Development, Project Management and some specific and significant aspects of development efforts.

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Curriculum Development and Evaluation of Senior Staff Course

Keywords: Clientele group; generic training need; effectiveness of training

Background: It is a mandatory responsibility of BPATC to impart Senior Staff Course(SSC) training programme, which was designed for the senior government officials of the rank of Joint Secretaries and officers of equivalent rank and status. This is one of the core courses of the Centre. The main objective of the course is to acquaint participants with knowledge and skills needed to perform effectively at the policy level of administration. It was increasingly felt that government officials must possess an analytical mind to deal effectively with diverse management issues of the changed circumstances of the new millennium. The main objective of the study was to develop an appropriate curriculum for the Senior Staff Course and to provide necessary suggestions for improvement of the effectiveness of the course.

Methodology: Both primary and secondary information were used for the study. Relevant published and unpublished documents were consulted and a questionnaire survey method was used adapting purposive random sampling procedure. In order to prepare the questionnaire a pilot survey was conducted with the help of the preliminary questionnaire. The questionnaire was finalised on the basis of the feedback from the pilot survey. The total sample size of the study was 97. The study used both simple and cross-tabulation for analysis.

Findings: The study revealed that the average rate of benefits received by the participants by attending SSC was or would be very high for all officials irrespective of cadre. All the respondents opined that after completion of the SSC, the participants became or would become more confident in planning, organising, policy formulation, motivation, coordination, supervision, communicating, analysing and managing problems. All of them thought that this training should be compulsory for all government officials at the Joint Secretary or equivalent level. They further opined that the designed objectives and course requirements were appropriate. Strengths of the Course as identified by the participants were punctuality, field visits, course management, discipline of the course, interaction amongst the participants, overall training and physical environment of the Centre, library facilities, behaviour of the officers and staff, room service and food arrangements. Identified weaknesses were English Language Skills, Extension Lecture, telephone and transport facilities and social events.

Recommendations: Important suggestions derived from the study were (i) existing course curriculum could be enriched following minor addition; (ii) the Centre could think whether the module on English Language Skills would be dropped; (iii) workshops, seminars and interactions with the clientele might be organised for developing and designing curricula; (iv) objectives of the course should be kept intact; (v) handouts/synopsis papers should be supplied prior to each session and arrangement of open discussion should be made after completion of each module; (vi) modules of the course should be designed in such a way that it would be much more practical/simulation exercise oriented rather than being theoretical;

(vii) involvement of the participants should be ensured by assigning tasks in any form like home task, model test, individual exercise, etc.; (viii) there should be some sorts of incentive package like foreign study tour for making the course more attractive; (ix) BPATC should nourish/maintain a systematic approach for bringing about any change in the course curriculum; (x) the capable officials should be brought on deputation as trainers; (xi) objectives and evaluation methods of each module should be set earlier; (xii) the prescribed course requirements should be followed strictly and maintained; (xiii) BPATC should be more conscious about selective guest speakers; (xiv) more coordinated efforts needed to be made by the course administration and different service providing departments; (xv) dormitory facilities should be improved and telephone services should be extended to each room; (xvi) in designing course curriculum emphasis should be given more on public administration rather than development economics; (xvii) senior management should devote more time and efforts to increase the effectiveness of course management and ensure quality training; (xviii) social events could be arranged every fortnightly; and (xix) internal study tour should cover 'central theme' of the course.

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Curriculum Development and Evaluation of Senior Staff Course

Keywords: Clientele group; generic training need; effectiveness of training

Background: It is a mandatory responsibility of BPATC to impart Senior Staff Course(SSC) training programme, which was designed for the senior government officials of the rank of Joint Secretaries and officers of equivalent rank and status. This is one of the core courses of the Centre. The main objective of the course is to acquaint participants with knowledge and skills needed to perform effectively at the policy level of administration. It was increasingly felt that government officials must possess an analytical mind to deal effectively with diverse management issues of the changed circumstances of the new millennium. The main objective of the study was to develop an appropriate curriculum for the Senior Staff Course and to provide necessary suggestions for improvement of the effectiveness of the course.

Methodology: Both primary and secondary information were used for the study. Relevant published and unpublished documents were consulted and a questionnaire survey method was used adapting purposive random sampling procedure. In order to prepare the questionnaire a pilot survey was conducted with the help of the preliminary questionnaire. The questionnaire was finalised on the basis of the feedback from the pilot survey. The total sample size of the study was 97. The study used both simple and cross-tabulation for analysis.

Findings: The study revealed that the average rate of benefits received by the participants by attending SSC was or would be very high for all officials irrespective of cadre. All the respondents opined that after completion of the SSC, the participants became or would become more confident in planning, organising, policy formulation, motivation, coordination, supervision, communicating, analysing and managing problems. All of them thought that this training should be compulsory for all government officials at the Joint Secretary or equivalent level. They further opined that the designed objectives and course requirements were appropriate. Strengths of the Course as identified by the participants were punctuality, field visits, course management, discipline of the course, interaction amongst the participants, overall training and physical environment of the Centre, library facilities, behaviour of the officers and staff, room service and food arrangements. Identified weaknesses were English Language Skills, Extension Lecture, telephone and transport facilities and social events.

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Poverty Alleviation for the Inhabitants of Adarsha Gram: A Case Study

Key words: Adarsha Gram; poverty alleviation; national priority project; credit programme

Background: Bangladesh has about nine million landless families and the number continues to increase alarmingly. In 1988 the Government of Bangladesh initiated a cluster village programme with the title of 'Thikana' (means Address). The Ministry of Land started the operation by rehabilitating the rootless rural people in government khas lands with a view to create income generation activities in rural areas. The most important focus of the programme was to help them in their settled areas. Subsequently, the cluster village programme was renamed as 'Adarsha Gram'. By the end of 1998 the Adarsha Gram project covered one thousand villages and thirty thousand families with two lakh people were brought under the umbrella of this project. The objectives of the study were to know the present socio-economic conditions and income generation activities of the inhabitants of the Adarsha Gram; examine the different aspects of poverty alleviation programmes pursued by various government departments; find out the existing problems and assess the felt needs of the inhabitants for alleviating poverty; and make some recommendations accordingly.

Methodology: This was a case study. A total of 150 heads of the households of six selected Adarsha Grams (AG) from six Thanas of six Districts, namely, Manikganj, Feni, Bogra, Bagerhat, Bhola and Sunamganj were interviewed. Information not covered by interview schedule was collected with the help of a checklist. The study was confined to describe the prevailing situation relating to poverty of the six sample Adarsha Grams and the persons who were allotted plots. Apart from this, observation method was followed and some relevant documents were reviewed.

Findings: It was evident from the study that the Adarsha Gram project could not make any headway due to lack of income generation activities. No significant efforts had been made by Government Agencies and NGOs to change the fate of the Adarsha Gram inhabitants and the poverty alleviation programme could not gain momentum. The dwellers of Adarsha Gram were living in absolute poverty and they had no means to meet their basic needs. The credit programme offered by NGOs like ASA, BRAC and BKB could not make any dent at all in poverty alleviation due to lack of supervision by the agencies concerned. Moreover, employment opportunities were extremely limited and self-employment opportunities could not be created due to lack of capital, training and motivation. Furthermore, the study identified the problems the inhabitants were facing in terms of scarcity of cultivable land and capital, seasonal unemployment, insufficient calorie intake, absence of nearby primary school and lack of formal training, lack of proper housing, clothing and medical facilities, scarcity of tubewells, sanitary latrines and kitchens, and lack of coordination between GOs and NGOs.

Recommendations: The study recommended that steps should be taken to create employment and income generating opportunities; provide cultivable land to the villagers; at least one pond could be dug out in each village and to provide basic facilities. Proper use of under-utilised and khas land could be allotted to the AGs because these lands generally

remained idle and were illegally occupied. It also suggested that the Department of Cooperative and the Local Government agencies should be effectively involved to reactivate the Adarsha Gram projects. In addition, constant monitoring and supervision from the top was required to make the project more effective.

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Application and Effectiveness of Computerization in Government Offices at District Level: A Study

Key Words: Computerisation, effectiveness, application, government offices

Background: Greater use of technology especially information technology resulted in exchange of information and made services in organisations to be more reliable. Computerisation of government offices paved the way for improved effectiveness and efficiency of the government through better process, improved information flow and faster communication between government organisations. Against the backdrop of the global information technology revolution, computers were making inroads into the public sector of Bangladesh for quite some time. As part of the overall computerisation of the government, offices at the district level were also been provided with computers during the last few years. The objectives of the research were to find out the extent of application and use of computers in government offices at the district level of Bangladesh; perceived increase in organisational effectiveness of the district level government offices due to use of computers; identification of problems in use of computers and to find possible solutions to the problems identified.

Methodology: To satisfy the purpose, the office of the Deputy Commissioner (DC), Superintendent of Police (SP) and the Local Government Engineering Department (LGED) were chosen randomly in 22 districts. A structured questionnaire was framed and administered in those offices by data collectors. Besides, documents, research reports and other related secondary sources were also consulted.

Findings: The study found that the level of computer application in district offices was still low. LGED offices were playing a leading role in utilisation of computers, while the DC and SP offices were lagging far behind. Computers were mainly used as glorified word processing machines; however, most of those organisations felt that effectiveness of the organisations had increased due to computerisation. The study further identified that most of the problems of computerisation were clustered around hardware, software and lack of maintenance facilities at the district level. There was definite lack of properly trained manpower at the district level and the study discovered varying training needs of the respondents.

Recommendations: The study recommended that an executive order could be issued by the government that all personnel working in the public sector must become computer literate by a time period to be determined by the government in order to ensure quickly switch over to using computers. To achieve this goal a strategy for training in government and private sector should be sketched out immediately and funds set aside in the annual budget. All Regional Public Administrative Training Centres and Vocational Training Centres around the country could be used for imparting computer training to the personnel working at district level.

Moreover, the training programmes offered by the private sector could also be utilised. The government could take up a crash programme through projects to introduce more computers at the district level on the basis of the recommendations made by the Public Administration Reforms Commission (PARC), and those computers should be brought together within a wide area network (WAN). Government could also use the Internet to enhance the delivery of government or other services. Information about services and processes could be put in government web sites. Immediate steps should be taken to revise and update the To & E and make it more flexible to include computers in existing To & E of organisations. The government should formulate a IT policy which included a strategy for computerisation of the public sector.

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Training of Trainers: A Study on Training Needs Assessment (TNA) for Trainers of BPATC

Keywords: Professionalism; Training Needs Assessment; apex training institute; centre of excellence; catalyst agent.

Background: Training was considered to be an investment and a means to develop human resources for increasing efficiency and productivity of an organisation. It is universally accepted that credibility and image of training institute relied heavily on the professionalism of a trainer. BPATC, an apex-training institute of the country has adequate number of trained personnel though they are not properly equipped with the latest training technology. The present study tried to identify the generic role of the trainers working at BPATC and identify their training needs and suggest some measures for their professional development.

Methodology: Twenty-three officers were interviewed for this study of which 11 belonged to level of Deputy Director (DD) and equivalent level while the rest 12 were Assistant Director (AD) and equivalent level. Primary data were collected through administering a pre-tested questionnaire. Secondary sources were also consulted as required for the study.

Findings: Most of the respondents of the study were directly recruited, but a significant number were on deputation. Irrespective of position, most of them had post graduate level degrees. While selecting the training job, they had considered five important factors – working environment, academic interests, career development as trainer, to survive and avoid transfer. Deputy Director (DD) and equivalent officers had received 15 different training while Assistant Director (AD) and equivalent officers had around 13; according to DDs, relevance of in-country training was mostly satisfactory to highly satisfactory; on the other hand, five training courses received by the ADs were not satisfactorily relevant to their job. In most cases level of knowledge was found moderate. DDs and equivalent officers had identified eight different skills whose relevancy was very high and for 13 skills it was high to a trainer. Relevance of the rest four skills was moderately required for a trainer. The respondents had also put demands for 24 different types of overseas training including Ph.D., MA and MBA courses. The study found further, though the Centre was manned by a group of potential trainers, it still suffered from lack of professionalism. Vision of the Centre was yet to be clear to its trainers. Continuous research was considered as the key to update training activities but trainers' involvement in research was not satisfactory.

Recommendations: The study suggested that BPATC's trainers should be well equipped with latest techniques of research. As they were involved in imparting training so they should be acquainted with modern techniques of training that was relevant to their assigned job. Knowledge skills and attitude based training should be provided to them to build professionalism. Trainers of BPATC should also be provided with opportunities of foreign training and higher studies. BPATC's vision should be formulated and must be clear and well known to each and every member of the Centre.

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Trade Policy and Export Promotion: An Analysis of Devaluation.

Key Words: Export promotion; input; devaluation and inflation;; Trade Policy

Background: Trade policy is the corner stone in pursuance of viable trade options in line with the resource endowment of a country. Export promotion measures usually explore the comparative cost-advantage on which the export trade was mainly anchored. The experience of in export earnings was profound. For the last few years, the export performance told a story which manifested spectacular changes both in quantitative and qualitative dimensions. This research tried to assess the role of devaluation as well as some pertinent variables in export earnings; and tried to show the link between devaluation and inflation.. It also aimed at providing a theoretical preamble on J-curve.

Methodology: The study used secondary data to assess the extent of under-valuation or over-valuation of the Bangladeshi currency vis-a-vis currency of other trading partners. The J-curve Phenomenon examined the lags in export promotion. An analysis was also carried out to show the link between devaluation and inflation. In this regard relevant books, journals and document were consulted.

Findings: The study pointed out that congenial macroeconomic condition and policy variables provided adequate explanations for export expansion. Correct exchange rate alignment was one of the preconditions of export augmentation. The study indicated further that any gap between enhanced export earnings and devaluation could be traced largely to microeconomic characteristics of manufacturing sectors and lack of enabling environment. Erratic fluctuation and export jittery in exchange rate market could trigger manifold distortions in proper functions of the economy. An import dependent country experienced inflationary pressure and this value added may be squeezed when bulk of raw materials were imported. Besides devaluation, enabling environment might spur growth in export earnings. This was found more prominent in Bangladesh.

Recommendations: The study recommended that for a country like Bangladesh (a) export competitiveness needed to consider bilateral real exchange rate of the export competitors; (b) real exchange rate behaviour should consider separately import source countries as well as export competing countries to have a focus on international competitiveness, and (c) a credible, sustainable exchange rate and commercial policies should be formulated that do not discriminate against exporters. The study, suggested further, devaluation may considered as one of the tools to address improvement of the following sectors –(i) augmentation of exports earnings; and (ii) discourage import.

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Reformulating Human Resource Management Policy for Sustainable Motivation

Key Words: HRM, sustainable motivation, career goals

Background: Modern organisation theorists viewed motivation as an integral part of management. Contemporary human resource management (HRM) literature also endorsed the same view as that of the modern organisation theorists. In fact, the principal aim of every human resource management was to develop and maintain employee motivation and commitment. Applications of earned knowledge and skills and above all the individual performance significantly depended on the level of motivation. The study, thus, aimed at determining the status of motivation and frustration of public managers; identify and analyse causes of motivation and frustration; determining basic human resource needs, aspirations and other strivings for sustainable motivation and providing inputs for appropriate human resource policy reformulation.

Methodology: The study was mainly based on primary data which was collected from randomly selected 66 respondents of diverse levels. A questionnaire was designed and administered to secure empirical data. Secondary sources were also explored in designing a conceptual framework and establishing links between human resource management and motivation.

Findings: The research provided positive correlation between human resource management policy and sustainable motivation; unveiled satisfactory level of motivation of public managers with significant scope of motivation; identified social status, promotion, training, salary and benefits, job security, social security, powers and authority as dominant motivation sources; established inadequacy of salary, allowances and social security benefits; identified incoherent career progression patterns; wide gaps between career goals and actual goal fulfillment; discrepancies in work preference and human resource transfers; set diverse principles and time-span for human resource transfers and established motivation clusters (financial, managerial, psycho-social, legal, welfare, organisational climate and religion and ethics) with specific motivation striving under each cluster.

Recommendations: Major recommendations of the research included: (i) continuous review and updating of HRM policies; (ii) design comprehensive administrative code of conduct incorporating non financial strivings; (iii) replace ACR dominated promotion policy by seniority or performance outcome based promotion specifying definite time frame of promotions; (iv) formulate institution-wise strategic HR transfer plans accommodating individual options, aptitude and skills; (v) enhance salary, allowances and social security benefits to meet basic needs during and after retirement; provide loans and advances at

market rates; mobilise extra funds through readjustment and effective utilisation of Class III and IV employees and increased employee motivation and commitment.

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The Role of BPATC in Administrative Reforms: A Study

Key Words: Civil Service; administrative reform; role of BPATC

Background: Bangladesh emerged as a free nation in 1971 and it naturally inherited the colonial system of administration from the British India and Pakistan. In a developing country like Bangladesh the citizenry hoped that the state would provide basic services for them. However, their hopes shattered for obvious reasons, with bureaucracy in particular and the most vital one. Thus the question of reform in public administration gained ground. The objectives of this study were to look into the present system of administration in Bangladesh, the problems of present administration and what measures have been tried to solve the problems, the initiatives of the BPATC to play a role in reform measures and finally to offer suggestions for more effective role of BPATC with regard to Public Administration Reforms.

Methodology: Personal interviews were made with the practitioners of public administration, academicians including the officers of the Public Administration Reform Commission (PARC), Cabinet Division and Ministry of Establishment for the study. Questionnaires were also administered to collect relevant data from the officers and beneficiaries of public administration of the country. Consulted secondary sources included – 20 representative reports prepared by the participants of Foundation Training Course and 10 seminar papers from the participants of Advanced Course on Administration and Development, and 10 from the Senior Staff Course. In this connection a comparative analysis was also made with the reform measures undertaken by few neighbouring countries.

Findings: The study observed that civil servants of Bangladesh had a traditional and static mindset. The public administration was a closed system which alienated civil servants from the people; they served themselves instead of serving people. Civil Service, as a whole, was not cost-conscious and accountable. Functional relations between politicians and government officials was found frail. Further, politicisation of administration made the civil service dysfunctional. Some of the provisions of the Government Servants Conduct Rules did not conform with the reality. The existing performance appraisal system was not found appropriate to reflect actual performance of the civil servants. Furthermore, the study found lack of openness and objectivity in the government agencies.

Recommendations: The study opined that the role of the government had to be revised and administration should be indigenous. Civil Service should be made cost-conscious as part of the enhancement of the accountability process. There should be healthy functional relations between politicians and government officials. At the same time, politicisation of administration should be prevented as much as possible. Constitutional provision of the Ombudsman should be implemented. Government Servants Conduct Rules should be updated and the provision should be reformed in consonance with the democratic principles

and norms. The existing performance appraisal system of the government agencies has to be restructured to ensure objectivity and openness. For implementing the suggestions - a cell might be formed at BPATC to monitor the activities in the country with regard to administrative reforms in Bangladesh. A new department namely Administrative Reforms headed by 5 directors might be formed at BPATC and it should have a willing, efficient and effective Rector to supervise the reform activities.

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Application of Principles of Total Quality Management (TQM) in Government Office Administration

Key Words: TQM Principles; officer administration; civil service

Background: Loss making public enterprises, bureaucratic entanglement, budgetary weakness and ill-equipped civil service held back the momentum of changes as well as quality improvement. But the “quality revolution” worldwide encouraged public sectors to introduce and adopt the Total Quality Management (TQM) in respective organisations. Meanwhile, at both home and abroad more and more public sector organisations were applying the quality improvement programmes on their own. Within the framework of TQM, it appeared that there were many possible routes to the actual achievement of quality improvement in Public Sector. The present study attempted to examine the scope of application of TQM principles in government office administration of Bangladesh and some policy options followed by recommendations were put forward based on the findings of the study.

Methodology: Primary data were collected from 145 officials of 6 different cadres of Bangladesh Civil Service; namely BCS (Admn), (Police), (Ansar), (Information), (Food) and (Economic). An open-ended questionnaire was framed to gather information about the role of public service, expected behaviour of public servants, attitude towards customer satisfaction, opinion about the performance management, and attitudes towards office work. Besides, books, research reports, documents etc. were consulted as secondary sources of information.

Findings: Major findings of the study were: top management was found to be a catalyst for introducing the TQM initiatives because of environmental pressures being imposed on organisations. The rewards of implementing TQM were found to emerge ten years after the initial decision of its introduction. TQM, according to most respondents, was not aligned to organisations’ current structures and processes and the behaviour and values of employees.

Recommendations: The study recommended that the principles of TQM could be applied in Bangladesh with some modifications and appropriate strategies should be applied during its implementation. Support from top management, their involvement in motivation should be ensured. Further, strategic quality planning would be required to apply TQM for continuous improvement of any organisation in rendering services and products for customer satisfaction. Total participation of all employees should be ensured successful implementation of TQM. The study also suggested an action plan for implementation of TQM which consisted four steps : (i) audit to be undertaken to determine organisation’s common shared values, attitudes and behaviours possessed by employees; (ii) the existing

values and attitudes aligned with the organisation's corporate goals to be identified; (iii) current work practices, behaviour and values would be reviewed to assess the fit with TQM objectives; and (iv) performance measures for the audit would be examined and employees to be informed of positive changes identified.

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Role of Union Parishad in Promoting Democratic Culture: A Study

Key Words: Democratic culture; local government; Union Parishad

Background: The lowest tier of the local government institution of the country, the Union Parishad (UP) maintained a direct link with the rural masses and as such could play a pivotal role in infusing democratic spirit and ideas among them. Unfortunately it failed to develop this linkage due to ignorance of the Union Parishad Chairman and members and also due to the lack of information and sincerity to practice democracy at the local level. This study attempted to measure and examine the extent of success and failure of Union Parishads in regard to strengthening democratic culture at local level; examine the present functions of UP; identify the factors responsible for promoting democratic culture; find out the limitations, obstacles for accelerating democratic culture; and finally recommend for strengthening democratic culture at the Union level.

Methodology: The study interviewed 200 respondents of three categories, namely, Union Parishad Chairmen and Members, local elite and government officials of Upazila Parishad from eight unions of Six Upazilas representing four districts. Three sets of questionnaires, one for Union Parishad Representatives, one for localities and the rest for government officials were designed. Apart from this, document concerning democratic culture were consulted as secondary source.

Findings: The findings derived from the study included a sharp difference of the government officials and local élites with the Union Parishad representatives on some vital issues like civic, revenue and administration, security, development, judiciary and education. Moreover, muscle-power and black money influenced inefficient people to be elected in UP who instead of fostering democratic culture kill the very essence of democracy through their unfair acts of favoritism and nepotism; lack of sufficient educational qualifications and lack of patriotism led them to take such course of action.

Recommendations: The study recommended that UP should be more sincere in matters of discharging its prescribed functions, particularly, those related to public welfare. The Chairmen should give due importance to the opinion of the Members and show respect to the opinion of the people in matters of public interest. Hindrances that stood on the way of proper functioning of the UP should be removed and for better functioning, fellow-feelings for the people and high degree of commitment to be ensured. To ensure promotion of democratic culture the UP representatives should be sufficiently educated. There should be atmosphere of freedom of speech, freedom of expression of ideas, respect for the right of the people, tolerance for other's views, accountability of the UPs and enforcement of laws in the

society. Moreover, concept of participatory management should be introduced in UPs where Members should be involved in decision making process.

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Proper Civil Service Recruitment is Prerequisite for Effective Civil Service Training at BPATC: A Study

Key Words: Civil service recruitment; training; BPATC

Background: In a developing country like Bangladesh the role of Civil Service personnel is an important factor in achieving the national aspiration and goals. It is commonly alleged that most of the development projects in Bangladesh were not properly implemented in time due to lack of proper training and competence among the civil servants and proper professional training could enhance their capacity to perform duties as required. The study was undertaken to examine the genesis of civil service, explore the recruitment system for the civil service personnel, study the relationship of recruitment and the effectiveness of training at BPATC and lastly offer pragmatic and probable recommendations for reforming the Bangladesh Civil Service in general and the recruitment procedures in particular and its effectiveness with the training imparted at BPATC.

Methodology: For the purpose of the study, questionnaires were designed to collect data from the officers of the concerned ministries, departments and Public Service Commission. Evaluation reports of the core courses of BPATC, relevant books, journals, government publications were consulted as secondary sources of data.

Findings: The study found that because of the problems regarding recruitment in civil service personnel in Bangladesh, proper career planning for the new recruits in the service could be made – which was one of the reasons that naturally discouraged many talented young university graduates to come to the service. That in the long run had an adverse effect on the uniformity of standards among the civil servants. The Public Service Commission (PSC), the study observed further was not equipped with required personnel. Moreover, BPATC as the entrusted institution for imparting training to the civil servants lacked efficient and professional trainers.

Recommendations: The study recommended that the suggestions regarding appointment of Chairman of PSC, Members, Secretary and organogram put forward by the Administrative and Services Reorganisation Committee, April 1973 should be implemented. Each and every Ministry and department should have a proper manpower planning so that they could put accurate demand for manpower before the commission. The Civil Service should be made more attractive to the young graduates by introducing higher pay, housing benefits and use of transport in case of necessity. The competitive examinations arranged by the Commission should be held every year at a fixed time. No appointment to a Class-I post should be made without prior consultation and approval of the Commission. Along with these, to make the training at BPATC more effective, proper and neutral recruitment should be ensured and willing, efficient and effective officers should be deputed.

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Strategies for Rationalizing Public Sector Human Resources

Key Words: Rationalisation; public sector; human resources; strategies

Background: Industrialised and development countries have successfully implemented human resource rationalisation scheme popularly termed as 'down or right sizing or 'managing redundancy'. Unfortunately, the human resource rationalisation program like 'Golden Handshake' and other severance formula offered by the Government of Bangladesh produced insignificant tangible results leaving the process to the natural courses of action. To overcome this stagnant condition the study aimed at reinventing realistic and workable options for human resource rationalisation in the context of Bangladesh.

Methodology: The research study, exploratory in nature, was based on both primary and secondary sources of data. Respondents, 103 in number were selected on the basis of random sampling in which 63 belonged to Class-III while the rests represented Class- IV employees. In case of primary sources, structured questionnaires were used and to make the conceptual and analytical framework a varied nature of literature were reviewed as secondary sources.

Findings: The study established wider scope for human resource rationalisation in the form of human resource readjustment and retirement with supporting and commitment in rural development. The readjustment process could include innumerable HRR options like: inter-agency transfer or secondment with attractive job title, powers and freedom of work; potential annual revenue savings and/or income of over Taka 1100 crores, alternate use of respondent's skills and competence with concurrent training needs. The retirement options enlisted, among other things, average monthly compensation packages of 3.25 month's basic salary for such each completed year's of service, lump grants of Taka: 6.5 lakhs per person, voluntary retirement after 50 years of age, administrative and credit supports and other related issues.

Recommendations: Major recommendations of the study included- reformulating human resource rationalisation philosophy; inter-agency transfer or secondment with attractive job title, preferable placement at home-District/Upazila/Union/village; abolish surplus non-technical posts, freeze recruitment and stop contractual appointment, redesign development-led flat and flexible structures with multiple coordination links for Union Parishad and other public bureaucracy, redefine roles and functions, design and organise need-based training programs by transferred subjects officials of Upazila administration, provide full pension benefits upon completion of 20 years of service or attaining 50 years of age, establish a cell or a bank for giving one-stop administrative and credit support to retired officials for business, modify land purchase and house building advance rules to provide cheaper credit for village homes.

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Training Needs Assessment of Officers Working at Selected Universities

Keywords: TNA; university officers; knowledge, skills; positive change of certain attitudes

Background: Training helps to minimise the gap between required performance and actual performance through increasing the level of knowledge, skills and positive change of certain attitudes. It was evident that officers of the universities lack professionalism for which personnel departments of universities should have training programmes for the professional development of these officers. The study aimed at assessing the general training needs for the officers working at selected universities to design training course curricula for them..

Methodology: For convenience of the study, out of nine public universities three were selected purposively. They were Dhaka, Rajshahi and Jahangirnagar University. A total of 64 Class- I officers from the rank of Asst. Registrar or equivalent to Deputy Registrar and equivalent were considered as respondents. Two sets of pre-tested questionnaires were administered for collecting primary data and related books, research reports, journals, etc. were consulted as secondary sources of information.

Findings: The study revealed that the officers of the selected universities were lacking professionalism. A significant number of officers had no specific job description and the problems they encountered were working environment, logistic support, information and undue pressure by students/teachers/staff and their associations. The study identified further that universities under this study had no institutional training programme for professional development of their officers. Moreover, lack of required knowledge, skills and attitudes relevant to their job was found among the officials interviewed.

Recommendations: The study recommended that the personnel departments of universities should assess the training needs to have training programmes for professional development of their officers. Each officer should have specific job description. The study recommended training course on Administrative Management having some vital topics like organisational decision-making process, record and file management, leave rules applicable for university employees, techniques of inquiry and writing of inquiry reports, general financial rules, and leadership qualities.

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Post Training Utilization of English Language Programme: A Case Study of 24th and 25th Foundation Training Centre.

Key Words: Post training; utilisation of ELP; FTC; attitude; skill; knowledge.

Background: English language teaching is one of the important instruments by which knowledge and skills of English as well as attitudes regarding English could be improved. Considering this issue, emphasis was given on English language programme in all core courses of Bangladesh Public Administration Training Centre. The present study considered whether the knowledge and skills of the participants of Foundation Training Course on English have increased and any positive changes of their attitudes towards English have taken place, Whether they utilise their acquired knowledge, skills and attitudes on the job; face any barriers in utilising the acquired knowledge, skills and attitude in day-to-day works; whether course curriculum needs to be changed which will make the English Language Programme (ELP) more effective.

Methodology: The study was based mainly on primary data. The participants of 24th and 25th Foundation Training Course were selected as respondents data were collected administering a pre-tested questionnaire and observation method was also used. The main sources of secondary data were the course-end evaluation reports of the concerned courses and some relevant research reports and documents.

Findings: The study found some positive changes among the respondents in respect of knowledge, skills and attitudes as the outcome of the ELP. The areas where the participant's knowledge had increased were English writing, punctuation, use of preposition, learning of uncommon grammatical mistakes, proper use of adjectives, use of English in official correspondence, use of conversational fillers and expressions, use of paraphrasing and appropriate words. In case of skills, the areas were – fluency in speaking, listening, presentation, informal conversation, pronunciation, writing, participation in meeting, seminar and workshop etc.; and in case of attitude – they felt encouraged to read more journals, newspapers and novels, felt free in speaking in English with confidence and achieved the ability to enjoy English movies. The study further observed that achievement of course objectives related to ELP was 70 percent. However, the participants could not utilise their acquired knowledge and skills fully due to some barriers in work places.

Recommendations: The study provided both short and long-term recommendations. The short-term ones were – incorporation of IELTS/TOFEL contents in the ELP; more emphasis on reading, listening and spoken skills, use of participatory methods, inclusion of debate and extempore speech and emphasis on free-hand writing. The long-term recommendations included – use of English as medium of instruction, communication, presentation, report

writing and professional write-up in FTC; arrangement of advanced English training course for former FTC trainees, cooperation and encouragement from supervisors to use English at workplaces.

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Trade Conflict SAPTA and WTO Rules: The Case of Battery Export from Bangladesh to India

Keywords: Trade conflict; SAPTA; WTO; battery export

Background: Battery export from Bangladesh to India under SAPTA and WTO Rules received a setback due to the imposed trade barriers by India. In December 2000 India took an antidumping investigation initiative to resolve the case under WTO rules, ignoring the SAPTA agreement following a complaint of dumping made by two Indian Producers. India finally imposed a high rate of anti-dumping duty on Bangladesh Battery export that resulted in a serious fall of export value. The study attempted to analyse the development of the trade-conflict, analyse the Bangladesh responses towards the conflict, determine the merit of the case under SAPTA and WTO rules and recommend measures for trade conflict resolution and future policy directions.

Methodology: For convenience of the study, both primary and secondary sources were used. Primary data were collected mainly from concerned officials of the government, exporters, and academicians in Bangladesh through personal interview and consultation. For secondary data, government documents, SAPTA agreement, WTO rules, business documents, books, journals, articles, newspapers were consulted.

Findings: Lack of knowledge and understanding of the games of the rules, implications and interpretation of different rules of SAPTA agreement & WTO rules; lack of professional expertise of supporting officials; shortage of officials; deficiency of diplomatic aptitude of the executives; problem of proper follow up of the case were identified by the study as causes of the dispute.

Recommendations: The study suggested both immediate and long-term actions. The immediate responsibilities included proving Indian anti-dumping initiative and procedures invalid at Dispute Settlement Body (DSB) of WTO. Bangladesh should form a five member expert team to review the detailed merit of the case very quickly. It should develop a core group of officials with intensive knowledge and expertise on the SAPTA & WTO rules and procedures; train the concerned business executives of the enterprises; establish and WTO studies cell and organise and collaborative program with World Trade Institute (WTI). Moreover, long term actions included – establish a Foreign Trade Institute for capacity building; develop officials and executives of trading organisations to respond to the SAPTA and WTO rule; ensure follow up investigation under cooperation to the designated authority (DA) for investigation under the purview of WTO and SAPTA rules and procedures; create a sense of ownership feeling of the officials of the relevant organisations; develop awareness to respond effectively on the issue and finally build an institutional mechanism which could work and help effectively and efficiently the exporters in responding to the trade conflict in terms of professional expertise and advise for safeguarding our trading interests. To face the challenges, Bangladesh must have intellectual expertise and institutional capabilities in

responding to the trade disputes effectively to safeguard our trading interests. The study suggested that Bangladesh government might form a five member expert team to review the merit of the case quickly so that steps could be taken to go to DSB of WTO if necessary.

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Failure of BPATC in Departmental Proceeding Against Some Officials: A Case Study.

Key Words : Departmental proceedings; terminated employees; BPATC; Service Rules

Background: As an apex training institute of Bangladesh, BPATC has an image which is proved through its activities. But in some cases it failed to uphold its prestige and dignity. Mentionable among those are the dismissal of some 23 employees in an order under the *BPATC Employees Service Rules 1992* following a turmoil created by unruly, undisciplined activities of some employees of the Centre. Being aggrieved by the order of the authority some of them took the shelter of the Honorable Court and the Administrative Tribunal. However, BPATC authority failed to sustain its orders in the learned courts. This study attempted to find out the issues responsible for the movement, the causes of failure of BPATC in the learned courts of the law and lastly to find out the impact on BPATC in conducting these cases.

Methodology: Both primary and secondary sources were used to collect information for the study. For primary data interviews were conducted. Documents prepared both by BPATC and learned court of law such as orders passed by BPATC authority and judgement made by the learned court were consulted. The BPATC Employees Service Rules– 1992, The Government Servants (Discipline & Appeal) Rules – 1985, BPATC Ordinance – 1984 and Memo No. MER(IT) PATC-15/84(PT.III) 41 Dt. 30.01.1986 issued by the Ministry of Establishment were examined.

Findings: The study observed that in August 1997 some of the Class – III and Class-IV employees of BPATC along with their colleagues organised a movement to implement some demands. One of the five demands was to reinstate six dismissed employees. These demands were promised to be accepted by the BPATC authority in one hand, while on the other hand initiated departmental proceedings against 11 employees, which aggrieved most of the employees, who had committed serious offences like undisciplined, subversive activities through ransacking the office of the Rector, holding meetings and processions in BPATC campus, abusing and threatening the officers and staff of the Centre, stopping services to the participants of the training courses. Subsequently, BPATC authority terminated 23 employees from service under Rule 50(2) of the ‘BPATC Employees Service Rules, 1992’. The study viewed that in case of transferred employees who were governed by Government Servants (Discipline and Appeal) Rules, 1985. But action was taken against them under the ‘BPATC Employees Service Rules, 1992’ which was not legal. On the other hand, Rule 50(2) of ‘BPATC Employees Services Rules, 1992’ was later declared illegal by the Learned Court. The study, further, pointed out that due to procedural mistakes BPATC had to spend a huge amount of money for maintaining those cases on one hand and had to pay all the allowances to those employees without getting any services for a long time on the other.

Recommendations: The study concluded that if BPATC authority had followed the Government Servants (Discipline & Appeal) Rules, 1985 in case of transferred government servants and rules, 37, 38, 39, 40 of ‘BPATC Employees Service Rules, 1992’, in case of its

own employees the Learned Court might have sustained the orders issued by the BPATC authorities. Thus, before taking any decision, BPATC authority should meticulously consider and follow all legal provisions, so that, there could be no omissions and lapses in the disciplinary process.

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Study on Life Pattern and Economic Activities of Coastal People in Bangladesh.

Key Words: Coastal people; economic activities; life pattern; viral disease;

Background: Life pattern of coastal people differ significantly from the plain land. People of coastal areas historically suffered from cyclone, flood, salinity and also man-made hazards. The present study was made to find out the life pattern of coastal people in the study area, identify the economic activities of coastal people, to find out the effectiveness of GO and NGO programmes and finally identify some strategies for the economic development of the coastal people.

Methodology: The study was confined to coastal area of Mongla and Dacope Upazila of Bagherhat and Khulna districts. One set of questionnaire was designed for collecting data from the study area. Secondary data were collected from books, research publications and other relevant documents.

Findings: The study found that 25 percent people are engaged in fish farming, use pond water as main source of drinking water and most people are using temporary latrines. General population of the area lived in poor economic conditions due to low production of shrimp farming, while shrimp culture was affected by viral disease. There was a lack of development programmes in the study area. The study found also the presence of salinity in water reducing crop production, lack of guidance in shrimp culture and occasional storm surges associated with typical cyclones affecting life.

Recommendations: The study recommended that through better farm management yield of major crops particularly, (T-Aman) could be raised. It is necessary to separate crop production area from shrimp culture area and introduction of HYV salt tolerant crop variety. GOs and NGOs must take separate programmes based on the needs of the coastal people because central programmes of the organisations were not well-adapted in the region. Furthermore, a shrimp culture policy could be formulated for the coastal regions. The study also suggested to introduce a new module or topics on 'the coast and our economy' in Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD), Senior Staff Course (SSC) and some selected short courses of BPATC to acquaint civil servants with the life style of coastal areas.

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Human Development: A Study on Two Selected Villages in Bangladesh.

Key Words: Human development; HD; sustainable; life expectancy; education; income

Background: Human development is the process of enlarging people's choices created by expanding human capabilities and functioning. These include- political, social, economic and cultural freedom, a sense of community, opportunities for being creative and productive, self-respect and human rights. Yet human development is more than just achieving these capabilities; it is also the process of pursuing them in a way that is equitable, participatory and sustainable. The present study aimed at measuring the Human Development level/position of the sample respondents on the basis of the criteria of UNDP Reports (2002, 2003); examining the different aspects of HD which directly or indirectly influence the indicators of human development and finally to make some recommendations to boost up the level of human development.

Methodology: The study was confined to highlight the following aspects viz. demographic characteristics, indicators of human development index, factors influencing life expectancy at birth, educational attainment, standard of living, income, employment, development, welfare activities, security, etc. A total of 200 heads of households residing in two villages "Baroguni" of Chitalmari and "Nizra" of Gopalganj Sadar Upazila were selected and interviewed. Besides, relevant secondary records were reviewed.

Findings: The major findings of the study included wide variations in the education level of the villagers; belonging to traditional occupation sectors like agriculture, day labour; substantial life expectancy; satisfactory average educational attainment rate of adult; very limited purchasing power of people; scarcity of pure drinking water; non-safe delivery of children; insufficient medical facilities; lack of knowledge about environment affecting the human development index. Respondents were identified following factors responsible for human development such as freedom of movement and speech, secured livelihood, political, cultural and social freedom, freedom from arbitrary arrest, satisfying and peaceful family life, effective participation in decision making, self-confidence, civic consciousness, recreation facilities and knowledge and ideas to uplift overall conditions of society.

Recommendations: Recommendations of the study covered creation of income and employment opportunities; providing basic facilities for like education, food and clothing; providing training facilities; removing corruption and establishing social justice and launching motivational programmes.

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Motivational Intervention in Productivity Improvement

Keywords: Productivity improvement; motivational intervention

Background: Productivity improvement interventions are diverse and cover wide ranging managerial and non-managerial issues. Creative abilities, cognitive capacities, inherent learning from the birth of human civilisation motivated human beings to continuously strive for devising ways and means to do things better. Systemic views of organisation acknowledge operating organisational environment, strategic thinking and leadership as key interventions for survival, growth and development of an organisation explicitly escaped the productivity measures. Motivation and productivity were positively correlated. The main objectives of the study were to determine possible benefits and/or impacts of motivation on individual performance and to recommend appropriate policy interventions.

Methodology: The study was mainly based on primary data. Data was collected by interviewing 102 randomly selected respondents (officials of Assistant Secretary to Joint Secretary and equivalent levels) through administering a questionnaire. Secondary sources were also used in framing a conceptual model.

Findings: The study observed simultaneous coexistence of both motivation and frustration. If motivation went up the scope of motivation fell down while frustration diminished. The study unfolded innumerable potential of motivation in reinforcing positive behaviour; weakening negative behaviour; identifying other positive impacts in terms of greater or increased individual commitment, responsibilities and output; determining costs of absence or low motivation by way of job avoidance and exploring productivity improvement and individual capacity of performance improvement.

Recommendations: Recommendations of the study included – establishing corporate beliefs in human resource motivation; increased investment of human resources; formulating need-based and motivation focused HRM policy and eliminating performance improvement challenges, such as congenial working environment, fair and courteous supervisory behavior, delegation, procedure simplification, clearly defined jobs financial, administrative and other supports. The study also suggested that salary, allowances and social security benefits should be enhanced. Coercive policy of compulsory training should be replaced by need-based job-focused training programme and separate and adequate HRD budget must be maintained. A comprehensive and need-based HR transfer policy needed to be designed which accommodated individual choices. Moreover, motivation should have utmost priority in productivity improvement process of an organisation.

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Role of NGOs in Empowering Community-Based Urban Poor for Environmental Development

Keywords: NGO; empowerment; community-based urban poor; environmental development

Background: There is tremendous untapped potential in mobilising community-based organisations and local NGOs to address the concerns of local levels environmental pollution problems. Bangladesh has over 10,000 NGOs which are shifting from their traditional role of relief and welfare to taking larger role in development works both in rural and urban areas. Community based participation in environmental management was initiated by NGOs in Dhaka city as well as other metropolitan cities in the country. The study considered several objectives to examine the causes of growth of poor urban communities in South Asian Cities in general and Dhaka City in particular; to explore the effectiveness of Community-Based Approach (CBA) taken by the NGOs and to study the role of NGOs in improving the community to overcome their urban environmental problems. It also provided some recommendations for policy options keeping in view the findings of the study.

Methodology: The study was mainly based on observation of the field situation of the on-going programmes of NGOs on environmental development. It was confined within the two slums within Dhaka city such as Halimer Basti of Agargaon and Shamoly Basti of Metropolitan Dhaka City. The study adapted different methods viz. reconnaissance survey, household survey, field observation, interviews, focus group discussions and participatory appraisal. Besides, relevant documents, books, journals were consulted as sources of secondary information.

Findings: The study found a significant level of involvement occurred in terms of environmental management in both communities. Participation of urban poor communities revealed that if proper intervention was given in terms of knowledge and awareness about benefit of environmental management, they would not only be able to understand the consequence of negligence but also motivated to manage their own households to cooperate at the community level to generate more systematic responses to environmental problems. The study also strongly supported that NGO intervention played a significant role in understanding the adverse impact of environment and mitigation measures in urban community life.

Recommendations: The major recommendations of the study included integrating CBA into overall planning process, community participation in managing environment, training and awareness building programmes for the urban poor, community networks as a means of mobilising labour. NGO intervention could play a significant role for understanding the adverse impacts of environmental pollution and they could skillfully take mitigation measures in urban community life and deserved government support in all respects.

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Challenges of Institutionalising Gender within Public Organisation: A Study on Selected Government Organisations of Bangladesh

Key Word: Institutionalising gender; public organisation; challenges; women development

Background: Institutionalisation is a prerequisite for successful implementation of any policy. Despite the existence of the National Policy for Women's Advancement (NP) and significant number of institutional mechanisms for the implementation of the National Action Plan (NAP) for the Advancement of Women: Implementation of the Beijing Platform of Action, none of these public mechanisms had any policy for institutionalising gender within their organisations. In fact there were many challenges of institutionalising gender. This study, therefore, attempted to identify these challenges within four purposively selected government organisations viz. Bangladesh Power Development Board (PDB), Bangladesh Rifles (BDR), Directorate of Fire Service and Civil Defense and Directorate of Government Transport. The prime objectives of the study were to determine the present status of women employees within these organisations; identify the constraints in technical positions; suggest measures for women's employment and help formulating a policy for institutionalising gender within public organisations of Bangladesh.

Methodology: The study purposively selected 84 employees (32 females and 52 males) belonging to the rank of Class – I to Class – IV from these four organisations as respondents who were working at the head offices of their respective organisations. Primary data were collected through administering two different sets of pre-tested questionnaires following observation method. Secondary sources of data included books, journals, periodicals, annual reports and other relevant documents.

Findings: The study found that main functions of those four organisations were technical and risky in nature which required both physically and mentally strong persons as employees were required to work in a very adverse and risky situation throughout day and night. Vacancy announcements of the organisations also discouraged women to apply and representation of women lagged behind existing quota for women employment. No women represented the highest decision making bodies of those organisations. Majority of the female employees indulged in clerical nature of job while males were engaged in diversified jobs like administrative, planning, maintenance and mechanical along with clerical. The study further disclosed that in all four organisations common features that characterised the recruitment of fewer women were technical job nature, unfavourable culture of the country, existing rules and regulations. Moreover stereotyped attitudes of the authority to recruit women, unfavourable working environment, lack of requisite technical skills and lack of interest in women in pursuing technical and vocational education further caused recruitment of fewer women in those organisations. The study also disclosed that despite nonexistence of any record of sexual harassment against women employees by their male colleagues, noticeably, majority of the employees irrespective of sex supported adaption of a policy to prevent sexual harassment.

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Recommendations: Recommendations of the study included advocacy programme for bringing about attitudinal change; encouraging women to apply for the jobs; addressing the practical gender needs of women; provision of flexi time for women employees; formulation of a policy for sexual harassment against women; involving women into decision making process; engendering budget of the organisations, building awareness about the NP and NAP for women's advancement; amendment of existing rules and regulations of the organisations; rendering technical and vocational training and education to women, automation of the organisations; gender priority to women's employment in the organisations, administrative empowerment of women and formulation of a functional gender policy.

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A Study Report on Public Administration Teaching and Training in Bangladesh

Key Word: Teaching; training; unplanned; not need-based

Background: Managing civil service and improving efficiency of civil servants had become difficult propositions due to several innate and acquired constraints. Impractical and inappropriate training system in contrary to the present socio-economic context of Bangladesh is one of the notable reasons for this prevailing situation. The objectives of this study were to find out the actual position of the present teaching and training system of public administration; what were the actual needs; and to give some tentative suggestions in order to streamline the public administration education and training. It attempted to establish a functional linkage between teaching and training to create an enabling governance of the country.

Methodology: To attain the objectives of the study, interviews of students of concerned department, field level civil servants, practitioners were taken with some unstructured questionnaires as well as available literature were reviewed and data analysis was made. The researchers examined the present public administration education arrangements in the major public universities of the country, keeping focus especially on Dhaka University. They studied the applicability of the knowledge learnt in public administration in the context of governance in Bangladesh. They also evaluated the curricula of public administration in the universities and in the national training institutions to determine their suitability in running public as well as private organisations.

Findings: The study observed that the curricula of the said subject was backdated and mainly theoretical. Department of Public Administration lacked logistic support for practical sessions. Due to involvement in consultancy and teaching in private universities teachers could not fully concentrate on their assigned duties. Public Administration in Bangladesh perspective was very short and traditional and public administration training for the civil servants was overtly generalised and not properly relevant to their jobs. Speakers in the training institutes were not abreast with modern theories as well as training techniques. Department of Public Administration also suffered from experienced and qualified teachers. Apart from these, there was no proper initiative to streamline to public administration knowledge towards establishing good governance.

Recommendations: The researchers suggested a radical change in the curricula of the discipline. The courses should be more practical rather than merely theoretical and Public Administration Department should be provided with more advanced logistic support. Teachers' involvement in consultancy and teaching in private universities should be stopped. Public Administration in Bangladesh perspective should be modernised immediately. The present public administration training system should be more specific according to the needs of different cadres and modern concepts and practices should also be included. Training sessions should be conducted by the professional trainers and highly experienced teachers and experts in the department of Public Administration and training institutes should be appointed.

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Designing Pro-Poor Delivery Strategy at the Grass-root Level through Action Research

Keywords: pro-poor service delivery strategy; natural resources; population and family planning; poverty and inequality, Education

Background: Achieving sustainable poverty reduction is one of the greatest challenges facing the Government of Bangladesh. World leaders promised to work together to meet concrete targets for achieving development and reducing poverty by 2015 or earlier and the Poverty Reduction Strategy Paper (PRSP) was formulated in line with this commitment. This study was initiated, as first phase of a larger study, selecting Savar and Dhamrai Upazila as a laboratory area for developing an Upazila profile on poverty alleviation. The present study attempted to design pro-poor service delivery strategies on the basis of general information at the grass-roots level in order to provide a reference document to the Upazila administration and training inputs for the members of Bangladesh Civil Service. It also examined and tried to identify the causes of poverty situation and to determine the underlying dimensions of poverty on the study areas to understand its remedies and formulate appropriate strategies for poverty reduction at the grass-root level.

Methodology: This study was primarily based on the opinion and feedback of fourteen Union Parishad Chairmen and other officials of Dhamrai and Savar Upazila. Out of 28 Unions of these two Upazilas, 14 Unions were randomly selected for the study. Five sets of checklists have been administered for collecting information about local natural resources, population and family planning activities, levels of poverty and inequality and Education. Besides, secondary information was also used for this study. Apart from this, observation method was also used to collect relevant information in respect of pro-poor service delivery in the study area

Findings: The study revealed that both Upazilas got the same characteristics in almost all similar issues except density of population. Ratio of land use pattern was considerably consistent in comparison with various sectors in the study areas. However, there was a wide difference between the ratios of educational institutions, forest land use and homestead. The study indicated that household size, dependency ratio and sex ratio were important factors in explaining differentials in incidence of poverty. The poor households tend to have larger family size, higher dependency burden and higher proportion of female members than non-poor counterparts. The main cause of uneven poverty in the study areas seemed to be unequal access to income earning opportunities of people not only due to prevailing socio-economic differences but also due to presence of Export Processing Zone (EPZ), other industries, business facilities, etc. A significant portion of rural labour force remained unemployed and under-employed throughout the year. Moreover, seasonal employment in certain sectors both in terms of employment level as well as wage rate was mentioned as one of the important causes of greater hardship for the poor. The education profile in the study areas also indicated that the facilities of education available were mainly enjoyed by the well to do sections of people. This situation, to some extent, was changed with the introduction of stipend system for the girl students from the primary to secondary level. Even then a significant drop-out

rate was found in both localities which compelled the respective families to utilise their children as child labour.

Recommendations: This study recommended a target-oriented programme to promote local level natural resources through formal and non-formal education and awareness campaign. Population and family planning components needed to be an integral part of every programme and development project in order to reduce the population growth and minimise the pressure on limited resources. The study further suggested that it was necessary to allocate more government resources in favour of agro-based and modern technological programmes mainly within disadvantaged group. Moreover, NGOs could extend their target-oriented activities for hard-core poor and landless people as well as marginal farmers to provide credit facilities without collateral and other means of fund to generate income. Besides, intensive use of agricultural land and employment generations in non-farm sectors such as small-scale cottage and agro-based industries could be promoted as a matter of policy. Socio-economic equality, redistribution of assets and providing access to resources appear to a basic pre-condition for pulling the present study area out of poverty trap. Finally, elimination of poverty in the study area should be based on increased production in various sectors and thereby increased labour productivity in different economic activities.

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Empowerment of Women through Participation in Decision Making Process: A Study on Gender Dimensions in Selected Union Parishads

Key Words: Empowerment of women; UP Female Members; local government; impediments

Background: Integrating women into all phases of development process is a commitment of the Government of Bangladesh that would only be ensured through effective participation of women in local government institutions. In consonance with the government principle this study was undertaken to examine the present functions of the members of the Union Parishads; understand how female members perceive their roles and functions in the Parishad; identify barriers of effective participation of female members in the selected Union Parishads; and recommend measures for ensuring effective participation of female representatives in the Union Parishads (UP).

Methodology: The study was conducted in sixty-four Union Parishads of the country. For this sixty-four Upazila from sixty-one districts were selected following purposive sampling. Then one Union Parishad from each Upazila was selected through random sampling. Primary data for the study was collected from 254 UPs of 194 Upazilas through interview by administering pre-tested structured questionnaires. The respondents were female members of the Union Parishads and totally 561 respondents have participated in the survey. Information was also culled from the local people through 12 focus group discussions, in which 76 male UP members were attended. In addition, 11 Upazila Nirbahi Officers (UNOs) and 11 UP Chairpersons were interviewed. Moreover, secondary materials available on the issues were searched from various sources and Government documents such as rules, regulations, Ordinances regarding local governance particularly the Union Parishad and other relevant research papers were consulted.

Findings: The research findings indicated that there was keen interest in young women to enter into political domain and exercise their talent in decision-making process; however, their level of education had not reached to a level of satisfaction and the largest portion of the respondents were housewives and dependent on their husbands or parents. Majority of the members, representing more than sixty-five percent of the successful contestants were driven to local government election by the commoners, social elite and neighbours. Neither the women members were ignored nor undermined in Parishad meetings; but almost half of the respondents attended a few meetings, inspite of the opinion of the majority to have liberty to freely express themselves. It was found that women members were not knowledgeable about the functions of the UP, in spite of having greater access to most issues of conjugal conflicts, dowry, violence and inflicting injustice, etc.

Recommendations: The study recommended that (i) strategic efforts should be taken to mainstream women in the local government; (ii) resources should be allocated proportionately to the women members as their constituency was three times larger than those of the general ones; (iii) women member's job in the Parishad should be specific and well-defined; (iv) there should be general thrust on enhancing effective literacy level of

women while already elected women members of the Parishad should come under compulsory training programmes on the management of UP issues; (v) determine the actual increase in the visibility of women gender-disaggregated statistics needed to be developed; (vi) more administrative and financial powers should be delegated to the female members and urged for a female-friendly environment with enhanced involvement of women in development projects.

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Local Level Participation in Planning and Development of the Southwest Coast in Bangladesh: A Study on Shrimp Culture and its Effect on Natural and Environmental Resources

Key words: Shrimp culture; natural and environmental resources; Southwestern coast and local level planning.

Background: The Southwestern coast of Bangladesh is getting importance for its natural potential. In the Southwest coasts land is mainly used for agriculture. Since the seventies, international market demand and high price of shrimps encouraged people to go for shrimp farming. But shrimp culture was changing traditional agriculture and bringing in tremendous changes in land use through conversion of agricultural land, grazing land and forestland. Besides, shrimp culture negatively affected indigenous fish and crops varieties, soil fertility, homestead and field crops, livestock, poultry and birds, fresh water reserve and environment. The objectives of the study was to find out the effects of shrimp culture on natural and environmental resources in the southestern coast of Bangladesh; analyse socio-economic return from shrimp culture in comparison to destruction of resources; find out a way for local people participation in planning and development of the region; and come up with strategies for sustainable management of natural and environmental resources.

Methodology: The study used both primary and secondary data. Mongla and Rampal Upazilas were purposively selected for this study. Primary data was collected from 375 respondents of five categories, namely, shrimp farm owners; internal landlords/farmers; public representatives/social workers/teachers; GO and NGO officials; and specialists - through administering five different sets of pre-tested questionnaires. Besides, relevant documents were also consulted for this study.

Findings: The study revealed that shrimp culture affected natural and environmental resources in the southwestern coast. There was conflicting interest between rice farmers and shrimp cultivators. Marginal farmers who constituted the majority of farming population in the area did not have access to shrimp cultivation due to lack of capital. Majority of the people in the region depended on rice cultivation, where as limited number of people involved in shrimp farming and they earned handsome amount of money by using poor farmers' land. Rice production was decreased gradually after introduction of shrimp culture from 20 maunds per/bigha to 5/6 maunds at present. Shrimp cultivation created scarcity of cultivable land and was also destroying the fertility of land. Unplanned shrimp farming, which required saline water for nine months of the year, affected homestead gardening, fish resources, production of poultry and livestock and many other aspects of the region. The study pointed out that though shrimp culture itself was a resource base and an important export item of foreign exchange but at the cost of damaging local resources, bio-diversity, ecosystem, environment and farmers' cultivable land. Due to insufficient crops in their fields, majority of people in the southwestern coast were passing through critical times on one hand, while shrimp farm owners failed to get maximum return from shrimp culture due to severe attacks from virus in their farms on the other. Besides, exported shrimps failed to keep up with the quality and hygienic conditions and majorities of shrimp processing factories did not

maintain international standards that resulted in deprivation of getting actual price from the exported shrimp. Moreover, both farmers and shrimp farm owners in the southwestern coast lost their sources of income and were trying find out new ways of income.

Recommendations: Major recommendations of the study included (i) actual compensation should be given to the farmers for their land and to the people affected by shrimp farming; (ii) cooperatives comprising the marginal farmers should be encouraged to aggregate their lands for shrimp cultivation, enabling them getting financial support from banks; (iii) there should have agreement between the marginal farmers and shrimp producers having the provision that how long the saline water would stay on the field; (iv) the farmers should be encouraged to cultivate moderately salt-tolerant rice for integrated shrimp farming and agriculture; (v) diversified cropping system should be developed; (vi) water logging problem in the shrimp farms during crops growth stage should be minimised through mutual agreement; (vii) an appropriate national shrimp cultivation policy could be formulated and shrimp cultivation should be banned totally in areas where rice production was economically viable; (viii) for maintaining quality standard and hygienic condition of shrimp during cultivation, marketing, processing and packaging cultivator, businessmen and relevant personnel should be trained properly; (ix) bio-diversity should be protected through sustainable management of forests and wetlands with community participation; (x) mutual farming practices between rice farmers and shrimp cultivators should be introduced; (xi) proper allocation from foreign exchange should be made for the development of southwestern coast of Bangladesh; and (xii) since local people have knowledge on local environment and resources, it was necessary to accumulate their indigenous knowledge and experiences that would come to a great help to the policy makers and planners.

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